COMMUNITY PARTICIPATION

SUB-ELEMENT
of the
SUNNYVALE GENERAL PLAN

CITY OF SUNNYVALE

This Sub-Element complies with California
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Sunnyvale City Council on
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Office of the City Manager
Community Relations Office
City of Sunnyvale, California

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PREFACE

The Community Participation Sub-Element of the Sunnyvale General Plan deals with the City's basic policies regarding citizen access to municipal services and information. It covers public information about City issues and programs, citizen involvement in the policy-making process, and the development of a positive community identity. Typically cities do not include the subject of citizen participation in their General Plans, and nor is it required to be included by the California Government Code. Sunnyvale was among the first cities in the state to have such a policy document when it originally adopted the Community Participation Sub-Element in 1983.

The Sunnyvale General Plan is the foundation policy document for Sunnyvale municipal services. The Plan's elements and sub-elements outline basic goals, policies and actions to guide the City's planning, budgeting and operations to achieve long-term community results in all areas of service over a ten- to twenty-year period. Using the General Plan as a framework, the Sunnyvale City Council and staff develop annual and ten-year budgets which include specific service levels and capital projects necessary to achieve the City's long range vision. Each year, the staff and Council review General Plan policies and action statements to establish priorities for municipal activities. Sub-elements themselves are reviewed after five years to determine whether they need updating, and generally are revised every five to ten years.

Since the first Community Participation Sub-Element was adopted, the City of Sunnyvale has accomplished the basic goals outlined in the General Plan. A summary of these achievements is included in Appendix B of the sub-element. Community conditions have changed over time, however, and the updated Community Participation Sub-Element both reflects these changes and builds on the City's accomplishments in this area of service since 1983. Significant changes have occurred in demographics, communications technology, regulatory requirements, and municipal resources affecting public information, citizen involvement, and policy-making processes. These changes required new policies and action statements in this sub-element of the Sunnyvale General Plan to assure that the City continues to be responsive to the needs of Sunnyvale citizens and businesses.

The Community Participation Sub-Element itself was prepared with citizen involvement. Focus groups of citizens and business

representatives provided insight regarding the content and priorities included in the revised document. Drafts were circulated within the community, and public feedback was incorporated. The sub-element also was reviewed by the City's advisory boards and commissions, and it was adopted after public hearings held by the Planning Commission and City Council.

The goals, policies and action statements contained in the Community Participation Sub-Element are based on a number of assumptions about the role of citizens in their government. Local government is most effective in identifying and responding to community needs when citizens have access to information and meaningful opportunity to participate in their government. An informed and involved citizenry, which is capable and committed to intelligently guiding the progress of their community, are the true basis for the ability of the City of Sunnyvale to serve the public well.

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Introduction

The goal of citizen participation in Sunnyvale is to achieve a community in which residents and businesses are able to effectively shape both their future and the future of their city. Community participation is an essential method for local government to identify and respond to citizens' concerns and needs, and therefore enhance the delivery of municipal services and policy-making processes.

Although City Hall has been a focus of community participation in the past, the City is establishing new approaches to improve the interaction between citizens and government. Budgetary considerations and growing public distrust in government, in general, make community participation an increasingly important component of government activities. These considerations also require the transformation from a more passive approach to community participation to a more active one. In order to communicate effectively with citizens, local government must become part of an information network of relationships which includes City Hall, residents, community-based organizations, business and industry, schools, and non-profit organizations.

In the future, the City will continue to increase its emphasis on the creation and maintenance of partnerships with individuals and organizations to help facilitate self-resolution of issues and addressing of needs within the community by those affected by them. Resource constraints, however, will require continuing evaluation of community participation activities and materials to ensure the most productive use of time and money.

The purpose of this Sub-Element of the Sunnyvale General Plan is to establish for the twenty-first century a comprehensive foundation for community participation in Sunnyvale. This document is an update of the Community Participation Sub-Element adopted in 1983. Many of the goals, policies and action statements contained in that plan are still relevant considerations for community participation today. New directions for citizen participation will be based on actions, policies and precedents created in the past, but will be modified to meet goals for the future.

Following an analysis of community characteristics and trends affecting participation, the Sub-Element focuses on five interrelated areas of citizen participation which represent a continuum; each section addresses a level of community participation based on

achieving the public information and involvement goals articulated in the previous sections. The organization of the Sub-Element is based on the premise that the first step towards citizen participation is education, followed by overall involvement of residents and businesses in the community which can lead to effective involvement in the City's policy-making processes. Community participation then enhances City services and heightens the sense of the community's identity. The five topic areas are discussed in greater detail below:

Community Education: An informed community is the first step towards effective citizen participation. Communication between City Hall and residents and businesses is the first, and one of the most important steps in building trust between citizens and local government. Citizens need comprehensive and usable information about City programs, services and policy-making processes in order to effectively participate in governmental processes.

Community Involvement: Involvement of citizens in their community and local government helps enable the City to effectively meet the needs of its residents. Active participation by citizens develops a sense of commitment to the community and its improvement. The importance of community-wide involvement increases as the community becomes more diverse and fragmented. Citizens have a variety of opportunities to become involved in their community through local government and community-based organizations. Involvement supports the exchange of information in the community, which in turn supports involvement. Together, these involvement opportunities support the development of grass-roots solutions to community problems.

Policy Making and Program Planning: Citizens also have a range of opportunities to participate in local governmental policy making and program planning. Citizen input in the decision-making process is crucial in order to ensure that City programs and policies reflect the needs and goals of the community. Community input in policy making and program planning requires a genuine commitment on the part of both the City and the public to devote time and energy to effective participation. It also requires the development of relation-ships built on trust among the stakeholders of the community, and understanding of the limits of government.

Service Delivery: The actual delivery of municipal services is a primary arena of contact between citizens and City Hall. The level and quality of access to City staff, services and documents affects the extent to which residents are involved in their community, feel that local government serves their needs, and are able and willing to participate in civic affairs.

Community Identity: The strength and nature of a city's identity affects its citizens' sense of commitment and belonging to their community. Citizens must identify with their community in order to be willing to participate in the formation of its future and for local government to serve the citizens' needs. The development of a positive and healthy identity therefore reinforces the ability of community institutions and citizens to become involved, stay informed, and work towards common community goals.

Conditions Affecting Community Participation

Socioeconomic conditions and trends will affect the future nature and level of community participation in Sunnyvale. Maintaining awareness of and addressing the effects of these trends will allow the City to more effectively solicit citizen input, create partnerships with the community, and serve residents' and businesses' needs in light of their changing relationships with one another and with local government.

AGE
As in other parts of the country, the proportion of seniors in the population is expected to continue growing well into the next century. This trend may bring issues such as cost, accessibility and availability of services to the forefront of community participation priorities. At the same time, the number of children in school is again increasing after a fifteen year period of declining enrollments.

ETHNIC DIVERSITY
Sunnyvale's population is becoming increasingly diverse. The growing number of residents from a variety of racial and cultural backgrounds requires a more diversified approach to community participation programs, recruitment of representatives for City advisory groups, and provision of information. The widening scope of residents' needs creates a challenge for the City to develop opportunities to encourage participation of all residents in the community.

FAMILY STRUCTURE
Sunnyvale's growing number of single parent families and families with two working parents indicates that community members may not have as much time for community participation as they did in past decades. In addition, many residents do not live in what once

were considered "traditional" families. This trend will affect the issues which stimulate community participation and the types of communication with citizens which may be effective.

ECONOMY

Although Sunnyvale experienced considerable economic growth in the 1980's, by the end of the decade the combination of recession, economic restructuring, and statewide governmental finance constraints began limiting resources available to local government. In this context, resources for community participation and other City services will need to become more focused and less costly. Residents and businesses have begun to take on greater responsibility for functions traditionally provided by local government, and this trend will continue.

TECHNOLOGY

Widespread use of personal computers and growth of telecom-munications technology over the last 15 years has affected the nature of communication between citizens and City Hall, and will continue in the future. New communications technologies will provide new opportunities and challenges for coordination and communication within the community and may create new forums for citizen participation. The "information superhighway" concept will lead to wider use of technology for communication and information access, and will integrate telecommunications, databases, and a wide range of information services. Investment in technology, however, will need to be balanced with its ability to produce efficiently and effectively, rather than merely adding to costs.

Community Education
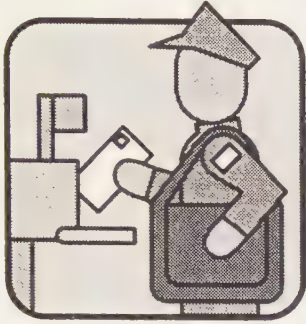
Sunnyvale is committed to informing the community about local government issues and programs in order to provide citizens with the background needed to participate effectively. In addition, community education provides a starting point for communication between citizens and City Hall. The City has identified several directions for community education in the future.

COMMUNITY NETWORKS

Community networks provide an opportunity to inform citizens in a cost effective and comprehensive manner. In the future, strengthening partnerships with neighborhoods and community-based organizations would develop forums for communication and information exchange between residents and the City as well as among individuals and organizations in the community.

PUBLICATIONS

Informational publications will continue to be a widely used medium for information dissemination. Changes in technology and increased awareness of the needs of all segments of the population will create a challenge for more effective use of this method of community education.

NEWS MEDIA

Coverage of Sunnyvale issues and services in the news media reaches a wide spectrum of the population in a cost-effective manner. This coverage is limited by the range of circulation of print and broadcast media, as well as the competition for space and time in required media. The City will continue to support open and responsive relationships with the news media to achieve effective communication with the public.

APPROPRIATE TECHNOLOGY

Growth and increasing availability of high technology forms of information distribution such as cable television and telecommunications systems (including "audiotext" telephone services and electronic mail), present a new challenge to the City to identify the appropriate levels of use. These methods of information distribution and coordination have the potential to be tremendously effective for communication and education, but may create problems related to access and cost/benefit considerations.

Community Involvement
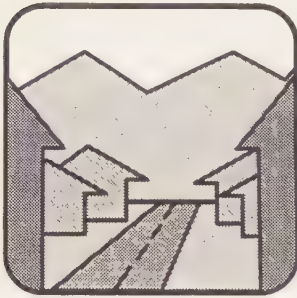
Community involvement strengthens citizens' commitment to the community, increases the level of information exchanged about problems and opportunities, and enhances community-based problem solving. The City directly encourages citizen involvement in several areas.

VOLUNTEERISM
Use of volunteers provides the City with a method to leverage its ability to provide services to the community. For citizens, volunteering in local government represents an opportunity to become more knowledgeable about local government and their communities, and to build skills and gain experience. Volunteers also provide the City with an important source of contact with citizens, which contributes to information sharing between staff and the community.

COMMUNITY ORGANIZATIONS
Partnerships with community based organizations allow the City to broaden the scope of local community involvement and mutual support and problem solving. As the role of local government changes and limited financial resources constrain its ability to serve the community, productive relationships with a wide range of grass-roots organizations, nonprofit services and interest groups will become both effective and essential for cities and citizens to address issues in the future. The City will explore new opportunities to create partnerships with citizens and facilitate organization and communication among them through cooperation and support of community organizations.

NEIGHBORHOODS
Municipal services affect neighborhoods directly, and the quality of life in neighborhoods is the product of active residents and municipal commitment at high levels of cooperation. Coordination of a range of public services affecting neighborhoods, such as public safety, public works, and neighborhood preservation will contribute to more effective use of resources and information by the City, as well as support for healthy neighborhood networks of citizens.

LOCAL GOVERNMENT AND SCHOOLS
Increasing the awareness of and involvement in local government in schools can improve the likelihood that students will be active

participants in municipal affairs throughout their lives. In the future, the City would like to enhance communication with school districts and teachers to improve the presentation of information about local government and citizen responsibilities in schools.

EMPLOYERS AND EMPLOYEES
Sunnyvale has a significant daytime population of workers, many of whom do not live in the City. As a recipient of City services and a party affected by City policies, Sunnyvale's business community is an integral component of community participation. The City will need to explore partnerships with business in the future to optimize employer and employee involvement in the community.

PHILANTHROPY
Sunnyvale's companies are in a position to be active partners in addressing community issues and improving the quality of life for residents and their employees. Business philanthropy can take the form of volunteer programs, involvement in policy making and service delivery, and corporate giving. Innovative partnerships between the City, corporations and community organizations will grow in importance as each partner looks for effective solutions to provide greater leverage of resources to meet community needs.

Policy Making and Program Planning

Citizen input in policy making is one of the most challenging and important elements of community participation. Based on a well-informed and committed citizenry, public participation is crucial to the formation of policies and programs which reflect the goals of the community and addresses the needs of residents and businesses, and balances services with available resources. Effective community participation in policy making and program planning requires significant commitment on the part of citizens and the City, but provides significant payoff in terms of responsive policies and services which receive public support.

BOARDS AND COMMISSIONS
Boards and commissions are a direct form of citizen involvement in City policy making and program planning. Due to the need for boards and commissions which adequately and effectively represent the community during decision-making processes, recruitment and

training of board and commission members will be special areas of focus in the future.

PUBLIC INPUT

Maintaining an open dialogue between citizens and staff on policy issues is an important component of a relationship of trust between the City and the community. For issues of high sensitivity or those which affect significant portions of the population, the City provides affected citizens with the opportunity for direct input. Public input in policy making provides the City with an additional opportunity to enhance communication and maintain contact with the community through staff, residents and community organizations.

Service Delivery
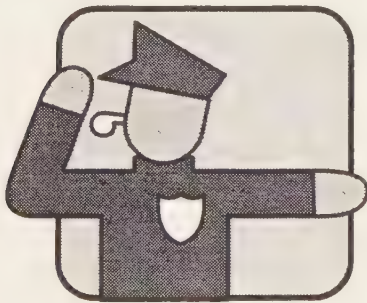
For many citizens, their primary contact with local government is through City services. Their experiences with City services will affect their perception of City Hall, for better or worse. Positive encounters with good customer service from the City helps create a civic environment which can encourage further citizen involvement.

ACCESSIBILITY

Accessibility of City facilities, programs, services, officials and staff is a primary factor in maintaining an environment which is conducive to community participation. Inaccessible locations and information can make it difficult or impossible for citizens to receive municipal services and participate in programs, thus weakening both the City's ability to provide necessary services and individuals' ties to the community. The City's goal is to make City programs and services accessible to appropriate populations in order to increase citizens' ability to participate in the community. At the same time, the City's ability to meet the ever-increasing demand for services will be limited. Community participation activities have the potential to create demand which cannot be met, and the City will need to clarify and focus its efforts with these results in mind.

CITIZEN FEEDBACK

Encouraging feedback from citizens and being responsive to their concerns are important factors in creating a positive environment for local government. These considerations are also central to Sunnyvale's orientation towards customer service. Evaluation of appropriate response mechanisms such as opinion surveys and feedback questionnaires is an ongoing task for City staff to keep up with changes in community conditions.

Community
Identity
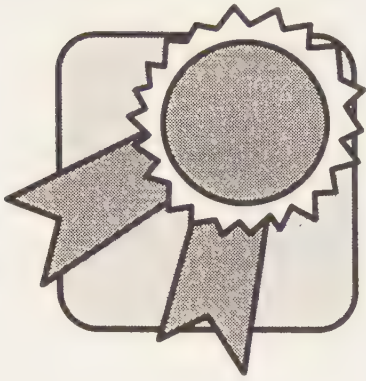
Citizens must have a sense of the community to which they belong before they are willing to become involved. Sunnyvale's goal in enhancing and promoting its identity is to foster greater citizen involvement in their community. Greater involvement empowers the community and creates civic pride. These in turn support a greater level of involvement which reflects the needs, goals and character of its residents.

COMMUNITY RECOGNITION AND EVENTS

Recognition of individuals and City achievements helps create a positive attitude towards local government and encourages greater community involvement. Citizen achievements are recognized at the annual State of the City event which, along with special events held by departments throughout the City, provides a forum for bringing citizens together and celebrating the Sunnyvale community. Events, activities and promotions that contribute to both individual and community recognition are opportunities to develop and strengthen a positive identity and reputation for Sunnyvale, which then can help support other City and community goals.

Goals and Policies
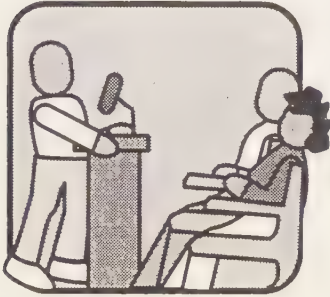
Based upon the above findings and issues, the following goals and policies for community participation are proposed:

Community Education

GOAL 7.2A
Achieve a community in which citizens and businesses are informed about local issues and City programs and services.

Policy 7.2A.1 - Community Networks
Use community and business organizations and networks as a resource for community education and outreach.

Policy 7.2A.2 - Information Distribution
Publish and distribute information regarding City programs and services, City Council actions, and policy issues.

Policy 7.2A.3 - Media Coverage
Encourage comprehensive media coverage of City actions, programs and decisions.

Policy 7.2A.4 - Appropriate Technology
Identify communications media and telecommunications technology which are appropriate and cost-effective to provide information to and access for the community.

Community Involvement

Goal 7.2B
Achieve a community in which citizens and businesses are actively involved in shaping the quality of life and participate in local community and government activities.

Policy 7.2B.1 - Planning and Implementation
Plan for and encourage citizen involvement in the development and implementation of City and community programs and services.

Policy 7.2B.2 - Volunteerism
Encourage citizen volunteerism in community affairs.

Policy 7.2B.3 - Community Organizations
Support local and neighborhood organizations and strengthen contacts between the City and community groups.

Policy 7.2B.4 - Community Self-Reliance
Encourage and support the development of greater community self-reliance for problem solving through effective community and neighborhood organizations.

Policy 7.2B.5 - Partnerships
Foster partnerships and relationships among public institutions, business and industry, community and service organizations, and the City to address community issues.

Policy 7.2B.6 - Philanthropy
Encourage citizen contributions and business volunteerism, involvement and philanthropy to support community programs and activities.

Policy Making and Program Planning

Goal 7.2C
Assure that City services, programs and policy decisions are responsive to community input and feedback while recognizing the limits to the City's ability to expand municipal services.

Policy 7.2C.1 - Representation
Plan for and encourage an appropriate cross-section of the community when obtaining public input for policy decisions.

Policy 7.2C.2 - Notification and Access
Ensure that appropriate and effective notification and access, in accordance with City Council policies, are provided to enhance meaningful community participation in the policy-making process.

Policy 7.2C.3 - Staff Role
Use City staff as facilitators to promote and enhance community involvement in policy making and program planning.

Policy 7.2C.4 - Citizen Involvement in Policy Making
Assure that citizens and organizations are actively involved in the identification of community needs and the development of solutions.

Policy 7.2C.5 - Feedback
Provide opportunities for community input and monitor feedback.

Service Delivery

Goal 7.2D
Assure that all citizens have reasonable access to City information, services, programs, policy makers and staff.

Policy 7.2D.1 - Needs Assessment
Assess community needs in provision of and access to City services.

Policy 7.2D.2 - Marketing
Provide opportunities for all citizens and organizations to successfully interact and do business with the City.

Policy 7.2D.3 - Access
Identify methods to continue reasonable and fair citizen access to information and services within budgeted resources.

Community Identity

Goal 7.2E
Create a strong, positive community identity.

Policy 7.2E.1 - Recognition
Encourage public and professional recognition through awards and promotion of significant accomplishments and innovations.

Policy 7.2E.2 - Community Celebration
Encourage celebrations of community and projects which focus on the character, diversity and quality of Sunnyvale.

Policy 7.2E.3 - Regional Role
Take an appropriate active role in regional, state and national activities.

COMMUNITY CHARACTERISTICS

COMMUNITY CHARACTERISTICS

Demographics have a major impact on the type and level of community participation. Population trends and economic conditions in Sunnyvale are discussed below, along with their implications for community participation. This data is also referenced in other sections of this document.

Age

Seniors have a history of community participation in Sunnyvale. A 1989 survey of Board and Commission members found that 35% of members are over 55, in comparison to 19% of the City's population overall.

Growth of the older adult population which began in the 1980's will continue through the 1990's. In 1980, 18.5% of Sunnyvale's population was comprised of adults over the age of 55. That percentage increased to 19.3% in 1990, and will continue to grow. Based on Santa Clara County projections (adjusted for the 3% higher proportion of adults over 55 in Sunnyvale), this group will account for 22.3% of the population in 2000 and 28.3% in 2010 (data from Recreation Sub-Element).

The type of issues that citizens will be requesting the City to address likely will reflect the changing characteristics of the older adult population. Issues relating to needs of individuals living on fixed incomes, housing and medical care cost and accessibility, and availability and types of leisure service will be of increasing concern to Sunnyvale residents. The City will need to address the social and physical needs of the older adult population in solicitation of input and involvement. The proportion of households with children has continued to decline over the past two decades. At present, only one in six households has children, compared to one in three in 1970, although the number of families with children has increased since the 1980's. The proportion of families with children affects citizen involvement in many ways, since families tend to participate in many City services such as recreation and sports.

Ethnic Diversity

Sunnyvale's ethnic diversity is continuing to increase at a steady rate consistent with trends statewide. In 1980, 25% of Sunnyvale's population was composed of ethnic minorities. In 1990, that percentage had increased to 35.5%. According to the 1990 census, 19.3% of Sunnyvale residents are Asian American, 3.4% are African American, and 12.8% are of Hispanic origin. All groups show increases from the 1980 figures of 10.5% Asian American, 2.5% African American and 10.9% Hispanic. The Asian American population in Sunnyvale is primarily of Chinese and Filipino origin,

with a substantial representation of Japanese and Vietnamese as well (data from 1990 U.S. Census).

The following population trends are based on the 1980 U.S. Census and the State Department of Finance Official Population Projections Report, April 1993, for the County of Santa Clara. Figures are adjusted based on differences in population proportions between Santa Clara County and Sunnyvale. The proportion of Asian Americans is included in the State's "other" category, and is estimated for Sunnyvale based on 1990 U.S. Census figures.

Table 7.2-1: Sunnyvale Population Trends (by race)

	1980	1990	2000	2010
White	76.1%	64.5%	58.9%	54.3%
Asian-American	10.5	19.3	20.7	22.3
Hispanic	10.9	12.8	16.9	19.8
African-American	02.5	03.4	03.5	03.6
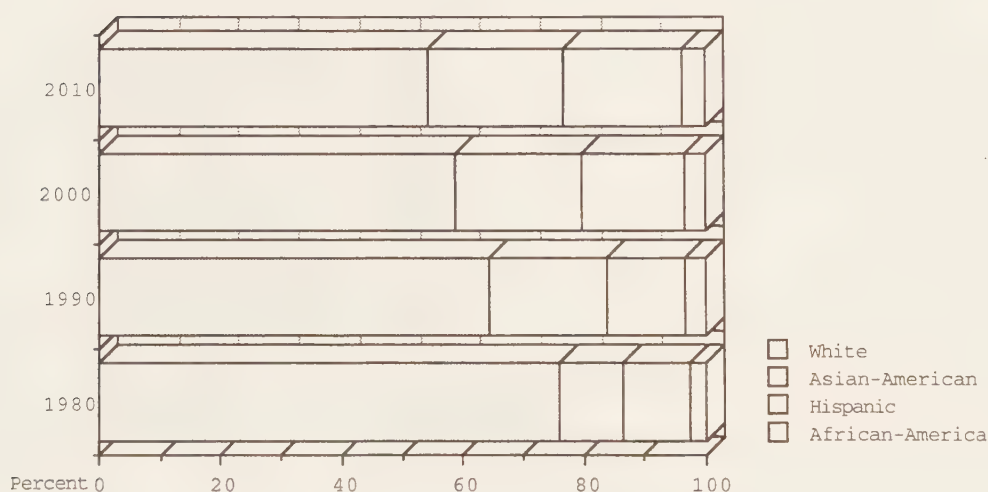
Facilitating effective participation in a community with such increasing diversity will require understanding of and sensitivity to diverse cultural needs as well as new methods of outreach. The availability of translation services is one obvious implication. Twenty-two percent of the persons living in Sunnyvale today were born outside the United States. Twenty-seven percent of Sunnyvale's population speaks a language other than English in the home; 4,522 adults in Sunnyvale report that they speak English "not well" or "not at all" (data from 1994-1998 CHAS). It is estimated that, in 1990, 16.3% of Spanish-speaking individuals and 33.8% of Asian-language speaking individuals were limited by their lack of English language proficiency (data from Recreation Sub-Element).

Over the last 10 years, growing percentages of elementary school students with limited English speaking ability (Table 7.2-2) indicate the increasing cultural diversity in Sunnyvale. Figures are from the Sunnyvale Elementary School District (the Sunnyvale Elementary School District serves two thirds of the City; trends are similar in the Fremont Union and Cupertino-Santa Clara School Districts, which serve the remainder of Sunnyvale).

Table 7.2-2: Elementary School Students with Limited English Ability

Year	Number of Limited English Students	Percent of Enrollment
1983-1984	580	10.7 %
1984-1985	580	11.2 %
1985-1986	598	12.0 %
1986-1987	714	13.7 %
1987-1988	796	14.7 %
1988-1989	831	15.2 %
1989-1990	927	16.9 %
1990-1991	1027	18.2 %
1991-1992	1113	19.1 %
1992-1993	1237	21.3 %

Community participation focus group participants emphasized the need for the City to understand the different values, effective communication methods, needs and relationships with government of citizens from different cultures.

The increasing percentage of residents with different cultural backgrounds could have an impact on civic involvement in Sunnyvale. Residents from other cultures may have varying levels of interest or desire for community participation if their experience or knowledge of democratic values, traditional rights and responsibilities of citizens and roles of government is different than that of Sunnyvale residents in the past. In addition, these residents may feel that they are not represented by or connected to local government or may regard government with suspicion or hostility.

Efforts should be made to ensure that the needs of residents with limited English language abilities are being addressed. In addition, public outreach and involvement efforts will need to provide for communication and representation of members from a variety of cultural groups. Efforts could include distribution of multi-lingual informational brochures, use of a telephone language translation service, and increased reliance on small meetings in neighborhoods for obtaining citizen input.
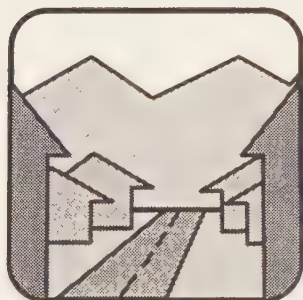
Family Structure

Changes in family life will continue to affect the needs of residents and the nature of community participation in Sunnyvale. In 1990, both parents worked in two thirds of two-parent families in Sunnyvale. Nineteen percent of all families were single-parent families. Community participation efforts should address the needs of residents with limited time to devote to community activities (data from Recreation Sub-Element).

Another important trend is the proportion of families in Sunnyvale. Twenty-two percent of Sunnyvale residents do not live in "traditional" families. Residents who live alone or with people who are not family members may have different needs, priorities, and levels of interest in their community and different effective methods of communication than parents and children. For example, use of materials distributed in schools to inform residents of municipal issues would not be an effective way to communicate with these residents.

Housing

It is important for the City to consider the extent to which housing types may affect citizen involvement. Fifty-five percent of Sunnyvale's housing units are occupied by renters. It is possible that residents who rent their homes may feel that they are less affected by City actions than those who own homes, and would therefore have less incentive to provide input for long-term City policymaking and program planning. Yet the high proportion of residents who are renters makes them major contributors to the City's economy and major users of City services.

In 1989, approximately 87% of City boards and commission members were homeowners.

The type of housing unit in which a resident lives can also affect information needs, communication considerations and issues of importance. Forty-two percent (42%) of Sunnyvale residents live in multi-unit structures. Existing methods of information delivery, such as information included on utility bills, are limited in their ability to communicate with residents of multi-unit structures who generally are not direct utility customers of the City.

Surveys to evaluate the effectiveness of City publications also found that renters are less likely to receive or use materials mailed directly. Apartment residents also may have different requirements of City services such as public recreational space or recycling pickup. It is important that the needs of these residents are represented in the planning of City programs and services (data from 1990 U.S. Census).

Income and Economics

Sunnyvale residents have a median household income of $46,403 and a median family income of $53,081; in Santa Clara County overall, the median household income is $48,115 and the median family income is $53,670 (data from 1990 U.S. Census). Twenty-six percent of Sunnyvale's population is considered low income, i.e., earning less than 80% of the median household income for the area.

The highest concentration of low income residents lives in the area bordered by Homestead Road, Fremont Avenue, Hollenbeck Road and Sunnyvale-Saratoga Road; 55% of the population of this area are defined as "low income" by the Department of Housing and Urban Development. Thirty-one percent of the population north of El Camino Real and Old San Francisco Road are low income, while only 17% of the population south of this line are low income (data from 1994-1998 CHAS).

The statewide and regional economic recession that began in the late 1980's reduced the amount of revenue available for municipal governments. During the 1980's, Sunnyvale expanded the resources available for community participation. The economic downturn has required City Hall to closely review its resource allocations for all municipal services to identify realistic priorities and evaluate them for effectiveness.

In addition, the recession and economic restructuring have reduced employment in local defense and electronics industries. This in turn may affect residents' perceptions of government and increase demands for responsiveness. As a result of both social and economic trends, perceptions of the capabilities of local government are changing, and City Hall has been compelled to find new ways of leveraging its abilities to provide services and communicate with citizens.

Education

City residents are highly educated, with 67% of residents over 18 having attended some college. The high education levels of Sunnyvale residents may affect both their level of involvement and the types of issues in which they are interested (data from 1990 U.S. Census).

Technology

Widespread use of personal computers began in the 1980's and changed the shape of communication and information exchange. New developments such as widespread availability of computer networking capabilities and the expanding role of telecommunications technology have broad implications for community education, organization and participation. Sunnyvale should determine its future direction and capability for use of high technology methods of interaction with the community.

The City now has a municipal cable television channel which carries City Council and Planning Commission meetings both live and taped; in addition, the channel plays a "community bulletin board" which provides another tool for reaching residents. Reaching the full potential of cable television for community education will require ongoing review and additional resources; some issues to consider are the percentage of cable subscribers in the City and the inability of businesses and mobile homes to access the cable channel.

Technology developments have allowed the City to begin an "audio-text" service in 1994 to provide 24-hour recorded information on hundreds of topics of interest to citizens. Widespread growth of interest in Internet and related on-line electronic communications services will require the City to assess the cost and benefit of technology enhancements. Rapid changes in technology open many new opportunities, but also raise important questions of cost, access and impact for both the City and the community. Among these impacts to assess are the potential to generate greater public demand for municipal services, as well as the potential duplication of effort and investment for communications.

Community
Gathering
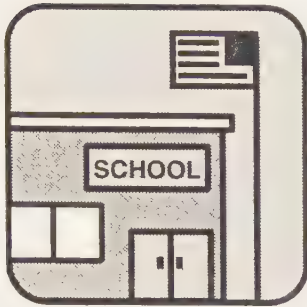
Schools, Parks and Other Centers

Community gathering places such as schools and parks help enhance residents' sense of community identity, provide opportunities for formal and informal communication, and can act as centers for citizen participation in service delivery.

Local schools have traditionally provided an important focal point for community participation on both the neighborhood and citywide levels. Many City parks are adjacent to school facilities, increasing their importance as a community resource. The relationship between community open space and schools sites is discussed in greater detail in the Open Space Sub-Element.

Sunnyvale is served by two elementary, one unified, one union high school and one community college district. This creates a complex relationship among schools, local government and citizens. There are 21 public and private schools located within the City limits; five high schools in neighboring cities are attended by students from Sunnyvale as well.

Several school facilities have been closed over the past decade as a result of declining school enrollments, reflecting the reduction in the number of families with children in Sunnyvale. Fewer families with children decreases the effectiveness of schools as a point of information distribution. In addition, the presence of children in a family can make residents more aware of community resources. The decreasing number of schools also results in a loss of neighborhood focal points and raises important questions about future school site uses.

Residents use other centers for gathering points, however. Parks are one example; the new dog park at Las Palmas Park represents a new locus of citizen networking. Another example is the Sunnyvale Town Center, which has provided storefront space for Sunnyvale's youth employment services. The Downtown Plan is also being developed to enhance Murphy Avenue as an active town center through private development. The opening of a weekend Farmer's Market on Murphy Avenue in summer 1994 will help bring people to the Downtown area and enhance it as a community focal point. Malls, shopping centers, and libraries are all potential network points for the community.

Community Organizations

Community organizations provide citizens with opportunities for involvement and interaction centered around a specific topic or issue. While not all community organizations impacting Sunnyvale are located within City limits, many area-wide organizations have Sunnyvale citizens as members.

There are over 200 community organizations in Sunnyvale, including service clubs, lodges, political groups, senior groups, and professional organizations. The City co-sponsors and supports neighborhood and community organizations focused around such topics as neighborhood preservation, community leadership, and recreation and arts. The number of residents involved in community organizations provides an effective tool for communication and involvement among individuals, organizations and the City.

Sunnyvale's schools (including preschools and local colleges), religious institutions, and community centers provide a point of communication and contact for community participation efforts. These institutions have traditionally served as focal points for community service projects and social action issues.

COMMUNITY EDUCATION

Planning and evaluation of community education activities also need to assess their impact on the City's ability to provide municipal services.

If the result of comprehensive public information efforts is to expand public demand for service for which resources are not sufficient, it could lead to an adverse impact for the City and the community. This will be an ongoing challenge for the future to balance appropriate and effective public education with the limits on the City's resources to deliver what the public demands.

An informed citizenry is the first step towards effective community participation. Citizens who know the issues, are familiar with the role of local government, and understand the decision-making process are likely to be the most successful in influencing the governmental process and keep government responsive to the public's needs.

In his 1991 book, *Coming to Public Judgment,* Daniel Yankelovich noted that "most average citizens are ill-prepared to exercise their responsibilities for self-governance, even though they have a deep-seated desire to have more of a say in decisions," and that the public needs to be given the incentive and information to form considered judgments in order to participate effectively (Daniel Yankelovich, *Coming to Public Judgment,* Syracuse University Press, 1991). Informed citizens will derive a higher level of personal satisfaction from participating, and are willing to invest more time in active involvement over a longer period.

The City of Sunnyvale takes a proactive approach in providing citizens with information regarding City services, Council decisions, and City programs and policies. The goal has been focused on bringing government closer to the citizens, while establishing two-way communication between the City and the community. The City currently uses a variety of sources and techniques to ensure that information is disseminated in a timely, objective and understandable manner.

In 1993, the City analyzed its overall investment in ongoing activities to provide public information through publications, news media relations, and volunteer support. These activities were estimated to cost more than $750,000 a year, and included efforts by many City departments. Moreover, specific actions to educate the public regarding a wide range of issues are required by state and federal statute to meet community goals.

It is likely that the full cost of the City's commitment to public education and community participation is much higher when the amount of staff time and other City resources are taken into account. It is also appropriate to balance this investment, however, with the avoidance of costs that might have occurred as a result of not including public participation in the policy-making process.

Communication is a high priority for residents, community leaders, elected officials, and staff. The public desire for effective public information has been identified repeatedly in surveys, focus group meetings, and studies designed to explore ways to enhance community participation in Sunnyvale. Communication enhancements could include identifying and targeting the information needs of specific population groups, increasing feedback mechanisms, making sure that language used is appropriate to the task, diversifying the methods used to disseminate information, and providing more information sources through use of new telecommunications technologies.

In a community with a wide spectrum of informational needs, levels of access, and possible methods of information distribution, it is important to focus on defining criteria for appropriate content and forms of community education. "Appropriate" forms of information distribution are cost effective, reach the desired population and number of people, provide the essential information in language and style which is understood by the receiver, and allow for reasonable allocation of City Hall resources. Changes in technology, resources, and community conditions, such as demographics or issues of concern, require continued reassessment of available means of community education to ensure that City actions meet the established goals for public information.

Community Networks

Refer to Policy 7.2A1

Community organizations and networks provide an opportunity for formal and informal community education. Maintaining contact with community organizations and providing them with information about City programs, services and policy decisions is an effective form of information distribution. It provides a means for targeting information towards likely users and affected groups, although the effort can require more extensive commitments of time to establish and maintain organizational relationships. In addition, communicating with residents and businesses through the use of community networks strengthens support between the City and the community by bringing City outreach efforts to residents rather than requiring residents to seek opportunities for involvement at City Hall.

Existing programs developed by the community and the City, in cooperation, provide an opportunity for the City to enhance its ties to residents. The SNAP and PARTNERS programs are two examples of community networks which were created around specific issues but

provide a forum for general neighborhood organization and communication. The City also conducts environmental outreach programs and provides speakers for community groups; both of these efforts create opportunities for communication and information distribution through community networks.

Community organizations and businesses often publish their own newsletters to reach their members on matters of concern. These publications offer opportunities to the City to provide relevant information to them about municipal programs and issues.

Informational Publications

Refer to Policy 7.2A.2

The City distributes a wide variety of printed information directly to residents. Several City programs produce or co-produce publications to inform residents of programs, services, procedures, and issues. Some educational materials are established publications or are distributed according to state or City policies; others are created and discontinued according to need and demand.

PUBLIC NOTICE OF LEGISLATIVE ACTIONS

The City has developed a public notice program to ensure that affected citizens are informed of major Council and City actions, as well as to comply with legal requirements. The goal is to provide citizens with timely, factual information regarding effective participation in the decision-making process. Public notices are also made for actions by boards and commissions which might impact citizens.

Publication of the Council agenda and minutes is required by the City Charter. Agendas are published in the San Jose Mercury News on Mondays prior to Council meetings and are posted in the Library and the City Hall Reception and Information Center at least 72 hours prior to meetings. Community members can also ask questions and receive agenda information via the Council Agenda telephone hotline. The Council minutes digest is published in the San Jose Mercury News the Thursday following Council meetings.

Copies of related staff reports are available in the Library and City Clerk's office before the meetings and in the Council Chambers during the meetings. The Library is a repository of major City documents of significant public interest, as well as of videotapes of Council and Commission meetings, making this information available in evenings and on weekends.

City Council and Planning Commission meetings are regularly televised over KSUN, the City's municipal access cable television channel. Other meetings of City panels are cablecast on occasions which warrant wider public involvement or interest.

The City informs affected citizens about Council proceedings. Notices of public hearings are posted or distributed in areas where residents and businesses are impacted by Council decisions; areas affected are determined on a case-by-case basis. The City also publishes display advertisements relating to specific issues in the San Jose Mercury News and sends relevant staff reports to appropriate property owners and citizens who have requested copies. Mailing lists are developed for issues of citywide concern, such as the Downtown Plan, and are later used for subsequent notification. Reports to the City Council require specific attention to public notification measures.

CITY PROGRAMS AND SERVICES

City departments work independently and cooperatively to produce educational publications on City programs and services. These publications include the comprehensive Quarterly Report, bimonthly utility bill stuffers, the Recreation Activities Guide, and a bimonthly business newsletter. Each City program assesses community information needs in light of its customer service focus and budgetary performance indicators. As the City improves its ability to identify needs for information and forecast trends, departments will be able to take an increasingly proactive approach to providing community members with appropriate and timely information using a variety of media.

The Sunnyvale Direct Information Access Line (SunDIAL) was established in January of 1995 to provide convenient, 24-hour recorded information about City services. Through SunDIAL, the public has access to hundreds of informational messages about City services. As an added bonus, a number of SunDIAL messages also have fax documents which accompany them.

To facilitate access to information about City Government services, the Community Relations Office has produced a Citizen Access Handbook for distribution to community-based organizations, civic leaders and citizens. Information about City programs, services, administrative procedures and telephone numbers is summarized by department.

Many City programs currently rely heavily on "low technology" forms of community education, such as fliers and direct mail, newspaper articles and advertisements, and telephone and person-to-person or door-to-door contact. Low-tech dissemination of information provides the value of a personal, tailored approach to communication, and usually is an effective means to assure that information is being provided to affected populations.

In a 1993 survey, program managers indicated that a primary obstacle to more effective information distribution is the difficulty in identifying and reaching all target audiences. Specific populations

identified as being especially difficult to reach were citizens in multi-family residences, residents with native languages other than English and community members from a variety of cultural backgrounds. With demographic trends toward more diversity, this issue will be a high priority for the City to address.

The 1990 Leadership Sunnyvale class project, entitled "Strengthening Communication Within the Community," found that an important element of any information distribution device is a feedback mechanism to monitor the effectiveness of communication.

Media Relations

Refer to Policy 7.2A.3

News media is one of the most effective tools for reaching the largest number of citizens with information regarding City issues, programs and events. The media is the only link for many citizens to City government affairs and decision making. Results of series of focus group discussions held by the Kettering Foundation with citizens across the country in 1990 and 1991 shows that many citizens want the media to "play a more active role in promoting citizens' knowledge on policy issues." (Richard C. Harwood, "Citizens and Politics: A View from Main Street America," *Western City*, The League of California Cities, p. 10).

Media relations is a priority of the Community Relations Office, the focal point for City-wide public information. The City has a comprehensive media relations policy outlining the City's philosophy of providing access to the press and detailing the process for contact with reporters. The Community Relations Office provides formal and informal training to staff and councilmembers regarding effective communication with the press; communications training is also included in the annual management certificate training program. The Community Relations Office also coordinates direct communication with news media by orienting new reporters to Sunnyvale on City processes, assuring the availability of public documents, reports and staff, and preparing news releases when warranted.

PRINT MEDIA
The San Jose Mercury News serves as the primary newspaper in the South Bay; however, the Mercury News focuses primarily on events in San Jose and provides limited coverage of Sunnyvale. Items of interest to Sunnyvale are covered in the Mercury's "EXTRA" section, a weekly supplement distributed in Sunnyvale, Santa Clara, and Cupertino.

The Sunnyvale Sun was established in 1993 as a member of a chain of community weekly newspapers owned by Metro publishing. The Sun provides more comprehensive coverage of Sunnyvale than the Mercury News, but its circulation is essentially limited to single family households in central and southern Sunnyvale. Service to north Sunnyvale and multifamily residences is minimal, which leaves a large section of the community without regular civic information. Reporters from the San Jose Mercury News and the Sunnyvale Sun are assigned full time to cover local Sunnyvale news; City Council meetings are regularly covered by at least one reporter.

In addition to the local newspapers, there are a variety of regional, ethnic and specialty newspapers. While these do not provide routine coverage of Sunnyvale, they do have Peninsula/South Bay bureau staff which report on significant issues of interest to the Bay Area. This information is read within Sunnyvale and helps shape Sunnyvale's identity in the region.

Print is a very effective medium for providing information to citizens as it is accessible to a wide spectrum of the population and is a cost-effective method of communication. Circulation for local and County-based newspapers serving Sunnyvale is shown below.

Newspaper	Sunnyvale Circulation	Total Circulation
San Jose Mercury News	22,193 daily 26,337 Sunday	269,286 daily 332,080 Sunday
The Sun	24,000 weekly	—

Circulation figures include subscriptions and copies of papers sold individually at newsstands and distribution points. 47% of Sunnyvale households (approximately 22,700 homes) have daily subscriptions to the San Jose Mercury News and 56% (approximately 27,000 homes) receive Sunday subscriptions. Although newspapers from outside Santa Clara County such as the San Francisco Chronicle and the Oakland Tribune have some limited circulation in Sunnyvale, they are not a significant source of news for most Sunnyvale residents.

The number of newspapers serving Sunnyvale declined with the closure of the Peninsula Times Tribune in 1992, taking with it a chain of weeklies, including Sunnyvale's Valley Journal. The Sun was started by the Metro soon after the Valley Journal stopped publishing, however. The long term future for newspapers of all kinds is undergoing significant change throughout the nation as competition

from other media technologies, coupled with higher costs of business, put pressure on newspapers. These trends are likely to have an effect on local newspaper service.

BROADCAST MEDIA

Broadcast media is an important area of focus for information distribution due to the potential for a wide audience. Although information about Sunnyvale on television and radio news is limited, broadcast media provides other opportunities for wide exposure to information about City decisions and policies if there is a wider regional impact to them.

SPECIALTY AND TRADE MEDIA

Municipal issues and services are covered by a wide range of trade and professional journals. Specialty media are publications which reach an audience which may be interested in specific issues, such as the *Business Journal.* Trade media focus on issues of interest to local government. Although these publications reach a narrow focus audience, they often contribute to the overall reputation of the City, and sometimes become the source of information for general media.

Communications Technology

Refer to Policy7.2A.4
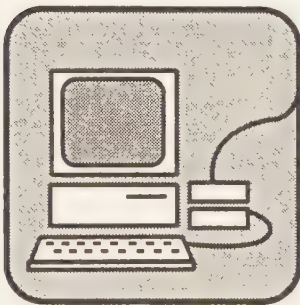
Increasing use and availability of high technology communications technology have created powerful tools for enhancing community education in Sunnyvale. Cable television, computer networks and databases, and other new opportunities for information exchange are changing and increasing the distribution and availability of information. These changes will potentially affect the type and nature of citizen involvement in Sunnyvale. The City recognizes the need to address appropriate use of high technology forms of communication.

CABLE TELEVISION

Refranchising of the TCI cable television system serving Sunnyvale in 1989 has increased opportunities for use of public education and government (PEG) access to the cable system. Beginning in 1993, the City Council chambers were equipped with cameras for telecasts of City Council and board and commission meetings. This capability provides citizens with direct access to information about Council proceedings and decisions and significantly augments the political audience for City policy making. Cable television has also enabled the City to broadcast programs of relevance to the Sunnyvale community, such as the visit of President Clinton and the Little League World Championships, which serve to enhance community pride and identity.

A limitation of PEG access for community education is that only 46% of Sunnyvale households are subscribers of TCI, and only subscribers can receive the municipal channel, KSUN. Sunnyvale's 4,000 mobile homes are unable to receive cable television, and businesses do not have access to TCI. Moreover, the cable television industry is subject to technological, economic and regulatory changes in coming years which could lead to greater competition or consolidation. How these changes affect the City's PEG opportunities will be monitored.

The City will continue to review the appropriate amount and use of PEG access television in light of other alternatives for information dissemination, as well as balancing resources. Although members of the community have expressed strong interest in establishing public access cable television capabilities for Sunnyvale, the City Council adopted a policy, based on resource constraints, which prevents the City from supporting ongoing operations of a public access studio or programming. The Sunnyvale School District, in concert with other districts, also is exploring the possibility of establishing an educational channel as well.

Private sector initiatives, such as by Pacific Telesis and TCI, to install high technology communications infrastructure may significantly alter the future role of cable television and PEG programming.

COMPUTERS
Advances in computer networking capabilities increase the potential for computers to become an informational tool for the City. The increased pace of information exchange puts more pressure on the City to be responsive, and may change the nature of the City's interaction with the business and resident communities. The capacity to link personal computing systems among homes, businesses and the City creates opportunities for provision of on-line services such as information distribution, review of public records, filing of applications, and feedback and exchange between citizens and staff. For example, the Cities of Cupertino and Santa Monica provide electronic access for citizens to selected departments and sources of information. Networks also provide an opportunity for creation of centralized databases to improve coordination and information exchange among citizens, community-based organizations and the City. Regional efforts, such as Joint Venture Silicon Valley, are exploring the potential for public-private partnerships and cooperative ventures to develop an electronic information infrastructure.

APPROPRIATE TECHNOLOGY

The prevalence of high technology industries in Sunnyvale indicates a high level of computer literacy and availability among the population. However, it is important to consider the needs of residents who may not have access to information and services distributed over computer networks. This consideration leads to the concept of "appropriate use of technology." City staff must evaluate the optimum method for dissemination of information and communication with citizens in light of the intended audience, goals of the community education process, and available resources. In some cases, it may be most efficient and effective to develop a computer system for the purposes of informing citizens, while in others use of a telephone information hotline, news releases, or personal contact may be more appropriate.

The development of a comprehensive policy or decision guidelines to address the issues of costs, benefits, access and security of telecommunications technology for the City and its residents and businesses is a very high priority. Given the rapid pace of change affecting the nature and uses of this technology, such a policy would by necessity be adaptable to such changes. Especially as the City must invest its resources carefully during periods of constraint, policies and decisions regarding technology must effect genuine opportunities to improve the ability to serve most of its citizens at reasonable costs.

COMMUNITY INVOLVEMENT

COMMUNITY INVOLVEMENT

Active involvement by all segments of the community – citizens, organizations, and businesses – enables local government to address and meet relevant needs and issues. Community involvement can be direct contact between an individual and the City, such as volunteering in the Library or serving on an advisory committee, or indirect contact through participation in a neighborhood or community group such as SNAP or PARTNERS. Moreover, involvement of citizens in a wide range of civic activities, such as service clubs, school PTA's, and recreational or interest groups strengthens the community fabric and ability to resolve community issues.

The City's goal in promoting community involvement is to encourage a sense of commitment to the community. As the diversity of the community increases and the demands on local government become more challenging, so does the need to create community cohesiveness and provide services through involvement of all sectors of the community. Increasing the scope of opportunities for community involvement through partnerships with local organizations, thus creating a wider base for contact and participation in local government services is an important strategy in bringing local government closer to the community. As a result, the City will be better able to identify the needs of residents and efficiently allocate resources in response.

Volunteerism

Refer to Policy 7.2B.2

Volunteering in local government increases the sense of community "ownership" of services, provides an opportunity for citizens to learn about government and services while contributing to their community, expands the city's ability to provide services to residents and enhances staff sensitivity to citizen concerns. Volunteers also provide the City with a conduit of information regarding City services and programs.

The Volunteer Services Program, established in 1981, acts as a focal point for all voluntary citizen participation activities related to City programs. Volunteer Services places volunteers in City programs, coordinates recruitment and training of board and commission

applicants, acts as a liaison for citizen initiated projects, serves as a source of expertise and referral for local organizations using volunteers, and coordinates citywide promotion and recognition of volunteers.

Volunteers have contributed significantly to services and quality of life in Sunnyvale. They have assisted in both major projects, such as the implementation of the on-line library catalog or production of City events like Hands on the Arts; and in ongoing services, working beside City staff with goals for community self reliance in emergencies or enhancing the quality of life in neighborhoods. Volunteers are becoming an essential mode of service delivery itself.

Several statewide and nationwide trends show increasing use of volunteers, including national emphasis on community service from the federal government and increasingly limited revenues for local government. The City will continue to explore and identify new opportunities for meaningful volunteer involvement and encourage residents to participate in local government.

Community Organizations

Refer to Policy 7.2B.3

Leadership Sunnyvale, a community organization supported by the Sunnyvale Chamber of Commerce, sponsors a 9-month program of seminars and leadership development sessions designed to give participants the opportunity to expand the skills needed to become more effectively involved in civic affairs.

Community organizations are often formed in response to a specific issue or concern. These organizations become a mechanism for communication and activism by involving residents in their community or strengthening neighborhood contacts. The degree of self-reliance and autonomy created by community organizations helps residents identify with their causes, neighborhoods or like-minded citizens and increases overall community involvement.

Community organizations therefore are a very valuable mechanism for involving citizens. Citizens who may be reluctant to participate directly in civic affairs may be more likely to participate in an organization which addresses the needs of their immediate neighborhood or interest. Through participation in community organizations, citizens gain an understanding of how they can effect change, and learn how to influence local government decisions and services at the grass-roots level.

Studies show that citizens across the country are feeling increasingly disenfranchised by government and perceive themselves to be powerless in governmental processes (Richard C. Harwood, "Citizens and Politics: A View from Main Street America," *Western City,* The League of California Cities). As a result, citizens may be less likely to participate in government, even though their interest is high and needs are great. Partnerships between the City and community organizations can provide a way for cities to bring citizens into governmental processes while serving their community, increasing trust between residents and City Hall, and diminishing the distance between government and constituents.

Refer to Policy 7.2B.4

City Hall has traditionally been one of the centers of community involvement in Sunnyvale. In the future, however, the City hopes to shift its role from the center to one as a facilitator of community involvement; that is, the City can become a participant in a network of individuals, community-based organizations, businesses, and local government and institutions. While community-based organizations have historically formed around negative issues, the City is interested in strengthening the role of community based organizations and has begun to take the role of helping communities form around positive issues.

As municipal resources become more constrained in the future, there will be a more important need for effective partnerships between the City and committed community organizations, businesses and volunteers to achieve community goals and deliver public services. This partnership will require the development of a greater understanding and commitment from the City to encourage and support collaborative efforts. It will also lead, however, to a stronger and more self-sufficient network of citizens and organizations. Overall, a greater degree of collaboration between the citizens, community organizations and the City will be needed in the future to facilitate the evolution of public participation as a method of community problem solving.

Neighborhoods

Refer to Policy 7.2B.5

PARTNERS

Working Together for the Community

A 1993 study found that successful citizen participation programs across the country were focused on an established system of neighborhood organizations, which allow for efficiency of scale while providing necessary opportunities for individual participation.

Berry, J.M., Ken, *The Rebirth of Urban Democracy,* The Bookings Institute, 1993.

Strong neighborhood associations and organizations historically have not been common in Sunnyvale. With a few exceptions, development of these organizations has tended to center around issues involving schools, immediate controversies, or other neighborhood concerns. As the proportion of children in the community has become smaller, as schools have closed, and as residents are required to spend more time working or commuting to afford housing costs, the sense of neighborhood has not thrived.

Municipal services, however, affect the quality of neighborhoods; some services such as crime prevention, emergency preparedness or neighborhood preservation are most effective when residents know their neighbors and can work together to improve their neighborhood. The City, in the last decade, has focused more attention on developing neighborhood networks such as SNAP or PARTNERS to help residents develop a greater level of participation in their neighborhoods. These programs have led to other benefits in addition to the specific services being delivered, including a new method to disseminate information and receive community feedback; identifying potential community leaders; and building more neighborhood and civic pride and capability for problem-solving.

Neighborhood associations have historically been most active, in Sunnyvale as well as in other cities, in geographically defined areas which share common physical elements. The Lakewood Village Association formed around the issue of enhancement of City services, while the Raynor Park Association was originally intended to prevent City annexation. Most of Sunnyvale was developed during a single period of time and has few geographically identifying boundaries to focus neighborhood formation.

Just as the City will need to foster effective partnerships with community organizations of all types, it will need to continue and strengthen relationships with neighborhood organizations as well. The goal of building a more self-reliant community network of neighborhoods will be crucial to the City's ability to provide quality municipal services in the face of financial limits of local governments.

Community Participation Sub-Element

Local Government and Schools
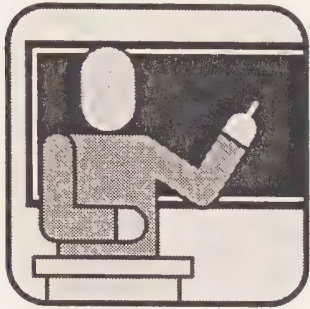
Although most high school students take courses in civics or government, they receive little exposure to the role of local government, its impact on the quality of life in communities, and how citizens can affect government decisions. Yet, local government is the most open level of government to citizen involvement, and has the most direct effect on the people it serves.

The City has developed very effective partnerships with local school districts in the areas of public safety, parks and recreation, and child care. This strong cooperation has not yet extended to include issues such as local government curriculum. Even so, the City has worked with specific schools and teachers to include topics such as environmental protection, library use, and fire and crime prevention.

Educating students about local government, therefore, can lead to greater civic involvement and awareness throughout students' lives. In addition, as current and future users of City programs and services and a population that will feel the long term effects of City policies, students are an important constituency which should be represented in City processes. The City would like to increase communication with teachers and school districts to include local government in school curricula at all levels of education.

Students and community organizations have worked independently to increase student involvement in community affairs. A leadership program for high school juniors, "Tomorrow's Leaders Today," sponsored by Leadership Sunnyvale, was begun in 1993 and is designed to help a diversified group of youth acquire skills and become active leaders of the future.

The League of California Cities sponsors a local government initiative for high school teachers throughout the state, and the City has sponsored eight participants from Sunnyvale.

Employers and Employees

Refer to Policy 7.2B.4

Sunnyvale has been the lead agency for the North Valley Job Training Consortium (NOVA) since it was established in 1983 in accordance with the federal Job Training Partnership Act. The program funds are administered by the Private Industry Council, a community policy making body. NOVA provides training and placement services directly to companies and employees and trains employers in worker services.

A significant proportion of workers holding jobs in Sunnyvale are not residents of the City. These employers and employees are members of the Sunnyvale community in that the individuals and their organizations contribute to daily life in Sunnyvale, often frequent the local commercial establishments, and use City services. Sunnyvale's industrial and commercial community is an important constituency for public involvement, and the City will need to focus on partnerships with business to optimize employer and employee involvement in the community. Partnerships between the City and industry to address community concerns are also discussed in the Socio-economic Sub-Element.

Many large companies, especially in high technology industries, are located in Sunnyvale. The trend from the late 80's through the early 90's has been downsizing of these big companies, thus reducing the daytime population of workers in Sunnyvale. This movement towards smaller work forces and budgets is not expected to fully reverse itself, even with improvement of the national economy and conversion of defense related industries.

As a result of changing economics and ways of doing business, the nature and amount of interaction between City Hall and the industrial community has also changed. Companies have fewer resources to contribute towards cooperative efforts with the City; on the government side of the issue, the City has less ability to support and nurture industry than it did in the past. This issue would be addressed, for example, if the City were to consider investing in a high technology communications infrastructure to benefit government, businesses and residents.

Philanthropy

Columbia
Neighborhood
Center

Advanced Micro Devices, a major semiconductor manufacturer located in Sunnyvale, is contributing $1 million to a $3.5 million proposed Neighborhood Youth and Family Center, to be located at Columbia Middle School. This project is a collaborative effort between the City and the School Board. Its intention is to become a model for service hubs and centers for community participation at the City's middle schools.

As businesses in Silicon Valley mature and become more established, their role as active partners in addressing community issues can grow. This can take many forms, ranging from corporate employee volunteer programs, active involvement in the development of public policy, and corporate philanthropy. Although major changes in the region's economy occurred in the 1980's and 1990's, new industries have grown and taken on the leadership role for corporate giving. These industries have included high technology businesses which have emerged from their intense start-up and growth phase and are able to devote corporate attention to their place as community institutions.

Fluctuations in the amount of giving by businesses is natural due to business cycles and changes in the economy, yet the overall trend is increasing involvement and levels of giving. The region already has many collaborative fund raising and philanthropic efforts, such as the United Way, the Community Foundation of Santa Clara County, various educational foundations and other federated giving. These have served to increase the overall level of contributions by citizens and businesses in the region, although the distribution of funds has become more diverse as well.

Innovative partnerships with local governments, corporations and community organizations will grow in importance as each partner looks for effective solutions to provide greater leverage of resources to meet community needs. The City has played an active role as a catalyst and facilitator to encourage corporate and government grants, and should continue to enhance this activity in the future in order to augment the City's capability to address pressing needs in Sunnyvale and stretch its capability to provide services.

POLICY MAKING AND
PROGRAM PLANNING

POLICY MAKING AND PROGRAM PLANNING

Once a foundation of generally informed and involved citizens is available, it is crucial to bring community members into the governmental process for policy making and program planning to assure that decisions reflect the goals and needs of the community and affected populations. Jeffrey Berry, Kent Portney and Ken Thomson discussed the importance of citizen involvement in policy making in *The Rebirth of Urban Democracy*, asserting that citizens who are involved in decision making are compelled to consider interests beyond their own and thus be more open to change; ultimately, change is most effective, when those affected are included in the decisions (Berry, J.M., Portney, K.E., and Thomson, Ken, *The Rebirth of Urban Democracy*, The Brookings Institute, 1993).

The City uses a variety of methods for involving community members in policy making and program planning processes. These encompass all levels of community participation, from the most basic of encouraging residents to register to vote and participate in elections, to becoming fully involved partners through panels and community organizations.

Involving the public in City policy making can be a difficult challenge, and input requires extensive effort from the City and the community members involved. For participation to be effective, the City is obliged to inform citizens of policy issues, provide accessible methods for involvement, and consistently commit time and resources while keeping an open attitude to new suggestions. For citizens, it takes a significant amount of time and commitment to learn about issues and how to become effective participants in a complex process. Due to the level of commitment required, efforts to involve the community in decision making are vulnerable to special interest groups who are able to devote time and effort, yet are not necessarily representative of the entire community.

There is no single "best" method of obtaining community input on policy decisions; usually a combination of approaches is most effective to gauge community opinions on issues of concern. These methods include public meetings, surveys, special committees, and

informal feedback to allow for both in-depth input from key individuals and groups, and a broad range of opinions and viewpoints from community members who may not necessarily be representing organizational interests.

Refer to Policy 7.2C.1

Volunteers for boards, commissions and task forces are recruited through the City's Volunteer Services Program. The City recognizes the need to recruit representatives from all populations in the community to assure community-wide outreach. Achieving adequate representation of the community in citizen input is an ongoing challenge for the City, given a wide range of levels of interest in local government and involvement, and the social trends which have limited the time available for citizens to become involved.

City policies for citizen involvement and participation, especially in the policy-making process, are also discussed in the Legislative/Management Sub-Element of the General Plan.

Boards and Commissions

Board and commission members feel that their three most important roles are to help identify community issues, to enable citizens to participate actively in the governmental process, and to bring diverse views together

1989 Board and Commission
Members Survey

The most direct form of involvement in local government decision making is through service on a citizen board or commission. As appointed officials, citizens serving on panels are responsible to the City Council primarily as policy advisors, although some boards have decision-making authority. Boards and commissions are involved in the annual Council agenda-setting process and regularly make recommendations to Council on issues of concern. Some boards and commissions have decision-making power on certain issues. All boards and commissions act as a structured, formal format for community participation in significant policy issues.

The table below lists Sunnyvale's existing boards and commissions and describes when they were established, whether they are charter or non-charter, the number of members, and their status as an advisory or a decision making body.

Table 7.2-3: Sunnyvale Boards and Commissions

Board/Commission	Charter Status	Date Est.	Size	Purpose
Arts Commission	Non-charter	1980	5	Advisory
Bicycle Advisory Committee	Non-charter	1980	7	Advisory
Board of Building Code Appeals	Non-charter	N/A	5	Advisory
Child Care Advisory Board	Non-charter	1990	17	Advisory
Heritage Preservation Commission	Charter	1980	7	Advisory & Decision making
Housing and Human Services Commission	Non-charter	1973/1976	15	Advisory
Library Board of Trustees	Charter	1914	5	Advisory
Parks and Recreation Commission	Charter	1940	5	Advisory
Personnel Board	Charter	1949	5	Advisory & Decision making
Planning Commission	Charter	1929	7	Advisory & Decision making
Private Industry Council	Non-charter	1983	18	Decision making

The City Council may appoint ad hoc committees for the purpose of advising on specific issues such as major land use decisions and General Plan sub-elements. The City Council also appoints citizens to serve on County-level or regional boards to represent the Sunnyvale community.

"If we [planning commissioners] all looked at ourselves as representing a particular group or area, we'd all be antagonists instead of protagonists for the good of the whole."

Kirby Trumbo, Clark County, Nevada, Planning Commission Vice Chair, "For the Record: Planning Commissioners Speak Out," *Planning*, Ruth Knack and James Peters, August 1984

IMPACT OF BOARDS AND COMMISSIONS

Under the City's Planning and Management System, boards and commissions have a significant role in the legislative process. Board and commission responsibilities and the legislative issue planning process are described in detail in the Legislative/Management Sub-Element of the General Plan.
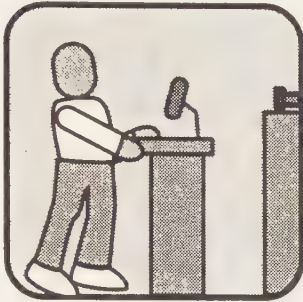
The annual legislative calendar is an ongoing process of public input. During the year, as needs, ideas, or opportunities are identified by citizens or groups, they are added to the list of items for Council and public review at the year's end.

Board and commissions contribute and rank items at public hearings, and the Council itself holds a public hearing on the overall list in November prior to its own decision making on priorities. This process has steadily evolved since 1980 to include more input, more involvement, and more public understanding of how it works and the value it provides to the City of Sunnyvale.

The City Council occasionally holds joint meetings with boards and commissions, as necessary, to discuss goals, budget and legislative priorities, and other issues in the board or commission's particular subject area. The boards and commissions participate directly in the City Council's annual process to identify high priority community issues for City consideration. This process leads to the development of the Study Issues Calendar for the Council, which also frames the key issues for board and commission work plans.

Since many issues must be reviewed by boards and commissions before a decision is made by Council, each advisory board develops a work plan, scheduling review and recommendation of each issue. The board and commission master work plan is approved by the City Council. In addition to specific legislative issues, boards and commissions are requested to provide advice and decisions on other policy implementation areas which may arise throughout the year such as special development permits, zoning changes and building code revisions. Board and commission meeting minutes provide a crucial source of information for Council in evaluating legislative considerations.

RECRUITMENT AND TRAINING

The City Council strives to appoint a diverse membership on boards and commissions to reflect the entire community. In an effort to create an effective board and commission program, the City Council has continuously worked toward a visible and concentrated recruitment effort, and adopts annual recruitment plans to expand the pool of qualified applicants for appointment.

The Volunteer Services Program coordinates recruitment and training for boards and commissions. Recruitment drives are held in spring and fall for all upcoming board and commission vacancies.

Training of board and commission members begins during the recruitment process with orientation sessions for potential applicants to inform them about public service and the appointment process. Training of members is provided by staff and through a handbook provided to each new appointee. A 1989 survey of board and commission members showed that 40% of respondents felt that training and orientation of members were not sufficient. The City will

need continuing assessment of both recruitment and training to assure effective boards in the future. Nevertheless, 80% of respondents indicated that they felt comfortable with their duties as commissioners within the first year of service.

Public Input

Refer to Policy 7.2C.4

When developing policies which address issues of high sensitivity or which affect a specific group or significant portion of the population, the City solicits input from a wider spectrum of the population than its advisory committees. The Community Relations Office works with staff to design public participation plans which reflect the needs of target populations and which maximize information to and input from affected individuals or groups.

Citizen involvement efforts can include public meetings, workshops with individuals or community and neighborhood groups, surveys, and other activities. Citizen participation on this level is also used to focus and facilitate service delivery and public information; it is an important policy-making tool for the City in that it provides decision makers with a means of understanding public opinion and community needs.

Refer to Policy 7.2C.3

Use of City staff to facilitate community involvement in policy making and program planning enhances the quality and effect of community input. When adequately trained and briefed on relevant issues and community involvement methods, staff members act as an important medium for obtaining widespread input from individuals and community groups. Staff can work effectively with community organizations and networks to maintain contact and feedback between City Hall and the Sunnyvale community.

Trends in public attitudes towards politics may present a challenge to staff and elected officials to preserve citizens' trust in the political process and continue effective public input in policy making. A study conducted in 1990 and 1991 by the Kettering Foundation shows that citizens in focus groups across the country felt that they are denied effective access to the political process.

Citizens feel that the issues being discussed are not relevant to their concerns and needs; that mechanisms for public expression provide little opportunity for two-way public discussion between citizens and officials; that they are unaware of opportunities to express their views; that politics are driven by special interest groups to the point where an individual's concerns are irrelevant; and that public officials are

more concerned about their own interests than the common good. This overall lack of trust in politicians and the political process discourages citizens from contributing their time and energy to participating in policy making. City staff and elected officials must confront these perceptions in order to preserve the dialogue between citizens and decision makers that is essential to the policy-making process.

Refer to Policy 7.2C.5

CITIZEN ADVISORY GROUPS

Citizen advisory groups provide input on specific policy issues of high sensitivity or magnitude. Some advisory groups are established at the request of Council; others are created by staff to advise on an issue before it is brought to Council. Use of advisory groups is also included in the community participation plans developed for individual projects.

Citizen advisory groups can take the form of task forces, which are formed to complete a specific task, such as a set of recommendations; and focus groups, which concentrate on in-depth discussion of specific issues. Representatives of interested or affected citizens, organizations or businesses are invited to join advisory groups; temporary committees then provide contact points to gauge community perspectives and gather information. When a policy issue is one of ongoing concern for the City, advisory groups may be established as standing advisory boards to Council and staff. These standing boards meet regularly or as needed to discuss issues related to a specific area or topic of concern.

The City Council has used advisory groups to review the City Charter; to provide outreach on the future of Moffett Field when the U.S. Navy leaves the property; to develop recommendations regarding the impacts of regulations on fees or business; to plan neighborhood networks, and to review and advise development of General Plan sub-elements.

Community Participation Sub-Element

SERVICE DELIVERY

SERVICE DELIVERY

A strong national interest in reforming government at all levels grew in the 1990s. Book such as <u>Reinventing Government</u> by David Osborn and Ted Gabler cited success stories of public agencies which were able to deliver results. The City of Sunnyvale was among the agencies cited for its commitment to results through measurement and accessibility.

The most common contact citizens have with City government is as customers of City services. Sunnyvale has gained a reputation of being a city oriented to "customer service," i.e., addressing the needs of the community in a responsive, efficient and effective way. How telephone inquiries are handled, how knowledgeable and helpful employees are in providing information, and how the City addresses citizens' concerns and complaints will negatively or positively affect community perception, and therefore their interest in participation.

For many citizens, City Hall can be perceived as confusing and impersonal. In addition, hostility towards government in general has created the perception that public agencies are not serving the needs of the people. This perception has probably played a role in increasing voter apathy, and shaping how citizens choose to participate in the governmental process. City program managers responding to a 1993 survey emphasized improved communication between citizens and staff as a way to enhance service delivery.

Sunnyvale continues to provide City services in a cost effective manner which is both accessible and sensitive to the needs of citizens. Overall, Sunnyvale has earned a national reputation for effective municipal management and high quality services, a reputation which contributes to a strong community identity.

Service Accessibility

Refer to Policy 7.2D.1

Access to City staff and services is a key to a conducive environment for community participation. The question of accessibility includes a range of issues, including physical, language, cultural, cost, and scheduling considerations. The specific needs of potential users must be considered in planning City programs and services; this user population could include, for example, all residents, the business community, adolescent youth, citizens over the age of 65, residents who have lived in this country for under one year, or residents in one section of the City.

Community education and involvement in planning and evaluating programs, services and activities will contribute to greater levels of access to them. Accessibility, however, has a clear relationship with the level of demand for services. The goal of the City, therefore, will

be to achieve a balance between reasonable, fair and effective access on one hand, with the ability to use available resources to provide it.

ACCESSIBILITY OF INFORMATION

By State law, public documents are available at the City Clerk's office and source departments for citizen review. A compendium of public documents is also maintained in the Library in order to facilitate citizen review of public records and provide a resource for interested residents. Opportunities for on-line access to public records may be available in the future; the City will need to evaluate these opportunities in light of access, cost, and information security considerations.

The City enters partnerships with community groups in providing recreation activities to leverage community participation and service delivery.

Public demands for access to information and services are continually evolving, as evidenced by laws such as the California "Brown Act," which protects public access to legislative processes. Other examples of laws which ensure citizens' rights to information access are the Public Records Act and Proposition 73, passed in 1989, which limits the advantage of incumbency for elected officials. City policy also mandates access to information; for example, Action Statement 7.3I.5a in the Legislative/Management Sub-Element directs storage of documents in the most appropriate medium to ensure accessibility, depending on the demand for information.

There is a long history of participation between the City and clubs such as sports leagues and stamp clubs in which the City provides the use of facilities to groups providing recreational activities for community members.

PHYSICAL ACCESSIBILITY TO
CITY FACILITIES AND PROGRAMS

The Americans with Disabilities Act (ADA) of 1990 requires that City-sponsored programs and City facilities be physically accessible to people with disabilities. A survey of City-owned facilities was completed in 1993 to identify physical barriers to access. Some sites and facilities were found not to be fully accessible, since many facilities were constructed to meet a different set of standards. Most City facilities comply with state codes and were considered accessible under pre-ADA standards. The City is in the process of modifying facilities to remove physical barriers to access, and allocated more than $1 million to the project.

Recreational activities can be a source of citizen involvement, increasing the importance of easy access to parks and recreational facilities for all residents.

The City Hall, Library and Public Safety Department are located in the Civic Center complex with good access to public transportation and major thoroughfares. The Community Center is located a mile and a half from the Civic Center and is also served by two County bus routes. The Raynor Activity Center is somewhat isolated from other parts of the City. Most residents are in close proximity to neighborhood city parks and programs. The Sunnyvale parks and open space system is built on the neighborhood park concept, whereby most residences are within convenient walking distance of an open space area. Each of the City's 17 parks provides a variety of recreational opportunities.

CULTURAL ACCESSIBILITY

As Sunnyvale becomes more heterogeneous, cultural needs will become increasingly important considerations in planning of City programs and services. From the standpoint of service delivery, cultural diversity goes beyond traditional population groups; the concept of "diversity" relates to age, employment status and income, family structure, race, ethnic heritage, and lifestyle.

City staff must address cultural issues on two levels. The first level is the type of service or program needed. Program activities and procedures must be analyzed to determine whether or not they are continuing to address the needs of the community, and how they can be modified to serve the changing population. The second level is the outreach and feedback mechanisms used to market and evaluate services. Demographic changes can affect outreach and feedback methods to the point that those which were appropriate in the past are no longer as effective.

LANGUAGE ACCESSIBILITY

Language accessibility is a consideration on both levels of cultural accessibility. Approximately one quarter of Sunnyvale's population speaks languages other than English at home. Demographic trends predict that Sunnyvale's population will become increasingly diverse, with a potentially growing number of residents who speak languages other than English as their primary language.

Currently, City staff with multilingual capabilities are identified, and they are available to translate information when necessary. The Department of Public Safety uses multilingual dispatch personnel and translation services provided by the State of California for emergency calls. The City's Human Resources Department is responsible for identifying and coordinating multilingual staff capabilities.

Translation of informational materials is currently limited. The Library provides multilingual collections through grants from the State. The Library's multilingual collection has a high turnover, indicating a demand for materials printed in other languages. Sunnyvale Community Services (a nonprofit human services agency) also prints informational brochures in Spanish. Overall, there is a perceived need for increased multilingual informational materials; expansion of the City's multilingual capabilities would be a significant step towards increasing the diversity of representation in community participation. While the basic language of discourse, records and official business in Sunnyvale will continue to be English, it is important to reach out to citizens and be responsive to their needs by communicating in the appropriate language when delivering direct, person to person services such as public safety.

The issue of language accessibility also addresses the question of terminology and the use of technical language. From a customer service perspective, it is the responsibility of the City to communicate effectively with citizens in terms they can understand. Citizens can be sensitive to the use of technical "jargon" and feel intimidated by staff and officials who do not communicate in simple terminology. Use of technical language can increase citizens' sense of isolation from City Hall and make them less willing to participate in local government.

In 1990, Leadership Sunnyvale studied methods for strengthening communication within the community. The class recommended that the City use simple terminology and appropriate graphic design in all publications and announcements.

SCHEDULING AND LOCATION

Scheduling and location are important elements of accessibility when the City is considering the needs of its program users. Inconvenient scheduling or location can prevent individuals and groups within the population from participating in City programs or using services. Scheduling and location needs are currently addressed in program action plans on a case-by-case basis. Development of specific mechanisms to ensure accessibility in schedule and location will help maintain the consistency of access to programs and services and improve overall customer service. At the same time, the improved accessibility of services could generate demand in excess of the City's ability to provide them. The City, therefore, will consider the impact on demand when planning the most effective time, place and method for programs and services.

Staff and Council Accessibility

Refer to Policy 7.2D.2

INFORMATION CENTERS

For many citizens, their first point of contact when seeking a City service is the City Hall Information Center, located in the main lobby of City Hall. The Information Center was established in 1971 to provide information and referral services for members of the community. The center receives approximately 35,000 contacts per year by telephone or in person.

The City Hall Information Center facilitates citizen access to all City services and programs. The main role of the Information Center is to direct citizens to the proper City department to serve their needs. Citizens can also use the Center sign up for City programs, obtain information about employment opportunities, and pick up informational brochures produced by the City and outside agencies. The City Hall Information Center is also a City-wide citizen feedback system. As the first contact point for citizens, the Center should be monitored regularly for emerging citizen issues.

Other information centers are located at various City facilities. Although most citizen contacts at these centers are related to their specific programs, they represent both a challenge and an opportunity to provide general information about the City, reinforce customer service values, and gain feedback from the public. These other centers include the Sunnyvale Community Center, the Senior Center, the Library, the Public Safety Building, and the Sunnyvale Chamber of Commerce. In recent years, the Community Relations Office has developed a program of rotating displays in several of the information centers to provide another mechanism for ongoing public information about City services.

The City also operates a One Stop Permit Center, staffed by the Community Development Department and the Department of Public Works. The One Stop Permit Center is well known throughout the Bay Area and California, and receives visitors from other cities and countries who come to observe the Center's operations.

CITY COUNCIL
The City Council is the most visible link between City Hall and the community. Citizens view councilmembers not only as the City's political leaders, but also as important vehicles to communicate concerns about City services; the need for new programs; or to receive City support for individual or community participation efforts.

In addition to having the opportunity to address Council during its weekly meetings, citizens can contact councilmembers at home or by scheduling informal meetings. The Mayor maintains public office hours at City Hall for individuals or organizations who would like to discuss a City issue or concern. Citizen phone calls or letters received by the Mayor/Council Office also receive response or follow-up actions.
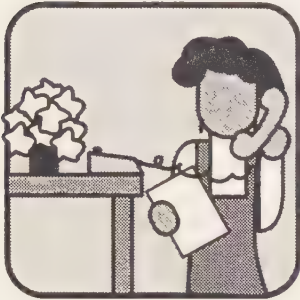
Council meetings are cablecast via KSUN, the municipal cable channel. Videotapes of the meetings are available for check-out at the Library for home viewing. Audio tapes of Council meetings are official records, and citizens can easily arrange to have them copied through the City Clerk's office.

Citizen Feedback

*Refer to Action
Statement 7.2D.3e*

Improving responsiveness to customers is an ongoing task for City staff. A customer service committee established in 1992 develops and monitors departmental customer service action plans to enhance service response.

Many citizen complaints or concerns received by the City regarding service delivery are usually in the form of a request for some type of City action or intervention. Complaints are communicated to the Council, City Manager, and/or the appropriate City department. Service complaints are normally resolved by providing citizens with information or scheduling follow-up action or enforcement. If necessary, a return phone call or letter regarding the status of follow-up is also provided.

Signs are posted at all public service areas throughout the City encouraging citizens to contact Department Directors regarding any complaints or suggestions in improving service delivery. Feedback forms are also located at public counters throughout the City and collected by the Information Center; responses are summarized twice per year.

Customer satisfaction and feedback is increasingly used as a measure for the effectiveness of City service delivery. Performance indicators for specific program budgets now track customer complaints, problem resolution and citizen satisfaction, and they are used to evaluate and modify program operations and services.

Solicitation of comments from the community also requires responses from the City. Response procedures to citizen concerns are included in each department's plans. Concerns related to customer feedback are time and budget limitations and effectiveness of methods (i.e., appropriate use of technology, allocation of resources, cost effectiveness). City staff continues to evaluate response mechanisms in light of these considerations and changes in available technology, population demographics, and other relevant factors.

COMMUNITY IDENTITY

COMMUNITY IDENTITY

In December, 1992, ABC's "World News Tonight" spotlighted Sunnyvale as a city which does an excellent job of governmental management. In September, 1993, both President Clinton and Vice President Gore visited Sunnyvale to use it as a national model in their efforts to reform the federal government.

A community's identity influences citizens' willingness to become involved and, ultimately, the ability of the City to accomplish its municipal goals. Citizens must take pride in their community, or have faith that they can make a difference in order to participate and feel that they have a stake in the future. In addition, citizens must have a sense of the community to which they belong in order to be interested in participating in the community's life. Sunnyvale's goal is to create a community in which citizens are able to take action to maintain and enhance their quality of life. Taking responsibility for their community's future increases citizens' sense of empowerment and community ownership; this further enhances a citizen-driven sense of community identity.

Community identity affects a range of factors, from citizens' willingness to participate to the City's ability to attract new business, which in turn affect the character of the community and its identity. Almost every community has some type of identity; the issue first is determining if that identity accurately reflects the community and its people and whether it is an asset or a liability in promoting community participation; and second, developing methods to strengthen positive characteristics of the identity and mitigate negative ones.

Sunnyvale's location in the Bay Area – a region touted as one of the most livable in the world – provides the city with an important advantage. Sunnyvale's location in Silicon Valley, the hub of the world's electronics industry, and its proximity to San Francisco and a variety of recreational and cultural attractions are also major assets.

Sunnyvale has been recognized in the the 1980's and 1990's as the "Heart of Silicon Valley." The City's growing reputation for efficient, service oriented government which closely addresses the needs of the community also enhances Sunnyvale's identity.

Sixty-eight percent of respondents to a 1989 Board and Commission survey had lived in Sunnyvale for more than 10 years; 30% had lived here for more than 20 years.

Sunnyvale's population profile is both an asset and a liability from the standpoint of community participation. A large segment of the community has lived in Sunnyvale for more than 20 years; longevity increases citizen ties to the community, which serve as a basis for fostering civic pride and heritage identification. Long-time residents can be over represented in community participation, and thus can make other residents feel removed from City government or create a perception that newer residents are not a part of the City's identity. While long-time residents can enhance a community's sense of

Community Identity (7.2) 51

identity, it is important that the City's identity is able to reflect its changing population. It will be a challenge to include more recent residents in developing community-based problem solving.

*Community partici-
pation focus group
participants felt that a
"genuine" downtown
enhances citizens'
sense of pride and
community. They felt
that a downtown
provides "a sense of
place and belonging."*

A city's physical identity is dependent on its overall community design and its system of gathering places and landmarks which act as focal points for citizens and outsiders. Sunnyvale's lack of notable institutions, physical landmarks or tourist attractions creates a challenge for enhancing its community identity. Sunnyvale's physical layout and architectural style is similar to neighboring cities, thereby making it difficult for outsiders to geographically distinguish Sunnyvale from other communities.

While many communities are identified by their unique physical features, Sunnyvale is known for its reputation of efficiency, responsiveness and customer service in municipal government. This reputation helps build relatively positive attitudes towards government and creates a civic identity which can help to encourage citizen participation in a positive way.

Community Recognition

Refer to Policy 7.2E.1

Recognition of the City and individuals within the community helps create a positive and unique identity. Community and municipal achievements in Sunnyvale have brought recognition to the City in the form of numerous local and national awards. Sunnyvale also received national recognition in 1993 when President Clinton visited the City to bring attention to its efforts towards cooperation with private industry, employment development, customer service and efficiency.

The City has established a number of awards to recognize citizen contributions to the community. The City presents annual awards for Outstanding Businessperson, Outstanding High School Senior, Public Safety, Awards of Valor, Environmental Awards for Business, and the Distinguished Citizen of the Year. The City also makes a point of promoting and recognizing the accomplishments of individuals and organizations which have brought exposure to the City.

Community
Events

Community-wide celebrations and events serve as forums for citizen interaction while bolstering civic pride and establishing important community traditions. The Community Relations Office has produced the annual State of the City event since 1981, which recognizes citizen achievement in the City. The Department of Parks and Recreation coordinates a wide range of community events and works in partnership with businesses and community organizations to produce a variety of activities which help promote community identity and involvement. Major events include the Hands on the Arts celebration, the Harvestfest, the Eggstravaganza, Sunnyvale Day at the Giants and the Chamber of Commerce Art and Wine festival.

The City is especially interested in increasing its facilitation role to help community members plan and hold special events which provide vitality and identity to the community. Using this approach, the City can leverage its ability to celebrate Sunnyvale and strengthen the community's role in producing events and activities.

Regional Role

As local and regional issues, problems and solutions become increasingly interrelated, the involvement of a community within its region becomes more necessary. Sunnyvale's community identity helps to determine its role in Santa Clara County, the South Bay and the Peninsula, and the wider Bay Area. The City must also address its role regarding state and national issues as well, especially inter-governmental finances between levels of government. Increased regionalism provides opportunities for sharing of information between communities and enhancement of the City's external and internal identities.

COMMUNITY CONDITION INDICATORS

COMMUNITY CONDITION INDICATORS

Community Education

1. Number of local newspapers
   regularly serving Sunnyvale 6

2. Number of CATV subscribers 24,715

Community Involvement

3. Voter turnout in municipal elections . . . . 38 %

4. Number of volunteers enrolled in
   City Volunteer Services Program 873

Policy Making and Program Planning

5. Number of eligible applicants for
   spring board and commission recruitment 36

Service Delivery

6. Number of citizen contacts at
   City Hall Lobby Information Center 34,990

7. Number of City co-sponsored
   recreation organizations 33

Community Identity

8. Number of community-wide special events
   sponsored or co-sponsored by the City 7

GOALS, POLICIES AND ACTION STATEMENTS

GOALS, POLICIES AND ACTION STATEMENTS

Introduction

The Community Participation Sub-Element of the City of Sunnyvale General Plan establishes a set of integrated goals, policies and action statements which guide decision making and lead toward the active involvement of residents, community organizations and businesses in shaping their future and the future of their city.

The goals, policies and action statements within this sub-element are based on the following assumptions:

1. Community participation is an essential method for local government to identify and respond to citizens' concerns and needs, and therefore improve the effectiveness of municipal services and policy-making processes.

2. With a significant level of collaboration among the City, its residents, community organizations and businesses, community participation can become a method for community problem solving. Creation and maintenance of partnerships with individuals and organizations will help facilitate self-resolution of issues and address needs within the community.

3. Citizens need comprehensive and usable information about City resources, programs, services and policy-making processes as well as financial, legal, and other constraints in order to effectively participate in governmental processes.

4. Involvement of citizens in their community and local government helps enable the City to effectively meet the needs of its residents.

5. Active participation by citizens develops a sense of commitment to their community and its improvement.

6. Citizen input in the decision-making process is crucial in order to ensure that City programs and policies reflect the needs and goals of the community and therefore reduce the risks and costs associated with actions unsupported or opposed by the community.

7. Because government resources are limited, citizen participation can help achieve creative and responsive solutions which can leverage combined community resources as well as reduce demand for public services.

8. The level of access to City officials, staff, services and documents affects the extent to which citizens are involved in their community, feel that it serves their needs, and are able and willing to participate in civic affairs.

9. Citizens must have a sense of the community to which they belong in order to be willing to participate in the formation of its future and for local government to serve the citizens' needs. The development of a positive and healthy identity reinforces the ability of community institutions and citizens to become involved, stay informed, and work towards common community goals.

10. Finally, limited public resources will require clear focus on methods and results of communications programs and technology to reduce cost and duplication of effort.

Community Education

Goal 7.2A
Achieve a community in which citizens and businesses are informed about local issues and City programs and services.

Policy 7.2A.1 - Community Networks
Use community and business organizations and networks as a resource for community education and outreach.

7.2A.1a   Encourage the development and support of community organizations and networks for public information.

7.2A.1b   Provide community organizations and networks with and encourage distribution of information regarding City events, programs and services.

7.2A.1c   Work with local institutions, school districts, and other public agencies to develop informational networks serving the community.

Policy 7.2A.2 - Information Distribution
Publish and distribute information regarding City programs and services, City Council actions, and policy issues.

7.2A.2a   Produce a periodic comprehensive publication on City affairs that is distributed to all City residents and businesses.

7.2A.2b   Identify citizens, community organizations and businesses affected by significant City actions and decisions and ensure that they receive timely and appropriate information about participation in the decision-making process.

7.2A.2c   Evaluate periodically City public information materials, activities and plans, using surveys, focus groups, or other means to assess effectiveness, minimize duplication, maximize cost-effectiveness of information distribution, and respond to community needs.

7.2A.2d   Assess periodically the impact of public information materials and activities about City programs and services on public demand for City services, especially for those which are not self-supporting.

7.2A.2e   Provide outreach and staff involvement through mechanisms such as a speakers' bureau to provide information to community organizations.

7.2A.2f   Develop and regularly update a coordinated database for information distribution.

Policy 7.2A.3 - Media Relations
Encourage comprehensive media coverage of City actions, services and programs.

7.2A.3a   Provide news media with timely and comprehensive information regarding Council actions and City information of interest to the general public.

7.2A.3b   Assist the news media in receiving information and access to the City Council, staff, and documents for the coverage of City issues.

Policy 7.2A.4 - Appropriate Technology

Identify communications media and telecommunications technology which are appropriate and cost effective to provide information to and access for the community.

7.2A.4a   Monitor telecommunications technology and policy developments and evaluate their potential impact on cable television programming and other public information activities to improve communications, reduce duplication of effort, and enhance cost-effectiveness.

7.2A.4b   Develop a telecommunications policy to guide utilization of technology for public participation and citizen involvement.

Community Involvement

Goal 7.2B

Achieve a community in which citizens and businesses are actively involved in shaping the quality of life and participate in local community and government activities.

Policy 7.2B.1 - Planning and Implementation

Plan for and encourage citizen involvement in the development and implementation of City and community programs and services.

7.2B.1a   Continue to provide support for citizen participation in City programs and services and develop materials to assist involvement.

7.2B.1b   Promote involvement of businesses in community activities and services.

7.2B.1c   Work with local school districts and community organizations to encourage student involvement in local government and community activities and issues.

7.2B.1d   Promote public awareness and understanding of financial and other constraints on municipal services, and involve citizens to identify solutions which balance public demand for services with the limited resources available.

Policy 7.2B.2 - Volunteerism
Encourage citizen volunteerism in community affairs.

7.2B.2a   Continue to evaluate the use of volunteers as a method of maintaining and/or enhancing municipal service delivery and as a means for building a stronger community.

7.2B.2b   Identify opportunities for citizens and mechanisms for volunteers to maintain and/or enhance City programs, services and communication, as well as other community efforts.

7.2B.2c   Publicly recognize citizen involvement, contributions and achievements.

7.2B.2d   Support City and corporate employee involvement in community activities.

7.2B.2e   Support community efforts to implement effective volunteerism.

Policy 7.2B.3 - Community Organizations
Support local and neighborhood organizations and strengthen contacts between the City and community groups.

7.2B.3a   Identify and strengthen contacts between the City and community organizations.

7.2B.3b   Coordinate City neighborhood programs and outreach to improve support, communications and effectiveness.

7.2B.3c   Create or support the development of a directory of community organizations.

Policy 7.2B.4 - Community Self-reliance
Encourage and support the development of greater community self-reliance for problem solving through effective community and neighborhood organizations.

7.2B.4a   Identify and support mechanisms to strengthen the capability of community organizations to achieve community-wide goals.

7.2B.4b   Encourage grass-roots efforts to identify and develop solutions for community problems.

Policy 7.2B.5 - Partnerships
Foster partnerships and relationships among public institutions, business and industry, community and service organizations, and the City to address community issues.

7.2B.5a   Support communication among various segments of the community to create and strengthen relationships.

7.2B.5b   Identify and build on opportunities for partnerships between the City and the community which can leverage resources to meet community needs.

7.2B.5c   Facilitate the development of relationships and partnerships among community organizations and the business community to achieve community goals.

Policy 7.2B.6 - Philanthropy
Encourage citizen contributions and business volunteerism, involvement and philanthropy to support community programs and activities.

7.2B.6a   Seek opportunities for the City to be a catalyst to increase the frequency, amount and impact of contributions from citizens, community organizations and businesses.

7.2B.6b   Facilitate the ability of businesses to support or supplement public resources to achieve community goals.

7.2B.6c   Publicly recognize business community involvement, contributions and achievements.

Policy Making and Program Planning

Goal 7.2C
Assure that City services, programs and policy decisions are responsive to community input and feedback while recognizing the limits to the City's ability to expand municipal services.

7.2C.1 - Representation
Plan for and encourage an appropriate cross-section of the community when obtaining public input for policy decisions.

7.2C.1a   Develop specific criteria and plans to obtain a diversity of representation in citizen participation activities.

7.2C.1b   Encourage a diverse pool of applicants for membership on boards, commissions and task forces to reflect the appropriate cross-section of the community.

Policy 7.2C.2 - Notification and Access
Ensure that appropriate and effective public notification and access, in accordance with City Council policies, are provided to enhance meaningful community participation in the policy-making process.

7.2C.2a   Notify appropriate citizens and community groups about opportunities for involvement in policy making and program planning.

7.2C.2b   Ensure that all public board, commission and Council meetings provide an opportunity for public input and involvement.

7.2C.2c   Provide opportunities for the private sector to participate in the development of relevant public policy decisions.

7.2C.2d   Ensure that public notification measures are proportionate to the magnitude and public sensitivity of issues, in addition to the minimum legal and policy requirements for notification and access.

Policy 7.2C.3 - Staff Role
Use City staff as facilitators to promote and enhance community involvement in policy making and program planning.

7.2C.3a   Identify opportunities and develop appropriate plans for City personnel to meet and interact with citizen and community groups regarding City issues.

7.2C.3b   Prepare and train staff to effectively solicit community feedback for use in policy making and program planning.

Policy 7.2C.4 - Citizen Involvement in Policy Making
Assure that citizens and organizations are actively involved in the identification of community needs and the development of solutions.

7.2C.4a   Enhance the ability of board and commission members to act as key policy advisors to Council through orientation, training, and communication.

7.2C.4b	Develop appropriate community involvement plans and document community involvement for policy making and planning processes.
7.2C.4c	Establish community task forces to advise the City on issues when appropriate.
7.2C.4d	Assist citizens and community organizations in seeking community-based solutions where appropriate, rather than those led and financed by government.

Policy 7.2C.5 - Feedback
Provide opportunities for community input and monitor feedback.

7.2C.5a	Identify appropriate citizen feedback mechanisms to provide the optimal level of community input in public decision making.
7.2C.5b	Evaluate public involvement measures to ensure their utility as policy making and program planning tools.
7.2C.5c	Use surveys to determine community awareness and opinion concerning local issues and to provide information for policy and program planning.

Service Delivery

Goal 7.2D

Assure that all citizens have reasonable access to City information, services, programs, policy makers and staff within budgeted resources.

Policy 7.2D.1 - Needs Assessment
Assess community needs in provision of and access to City services.

7.2D.1a	Develop mechanisms to assess community needs in provision of services.
7.2D.1b	Monitor legislative and regulatory trends regarding citizen access and public information issues.

Policy 7.2D.2 - Marketing
Provide opportunities for all citizens and organizations to successfully interact and do business with the City.

7.2D.2a	Continue to provide and support a central information center in City Hall to assist citizens in locating and using City services.

7.2D.2b   Continue a high level of community awareness of City services and programs.

7.2D.2c   Develop mechanisms to evaluate the impact of marketing efforts on the public demand for services and the City's ability to deliver them.

Policy 7.2D.3 - Access
Provide reasonable and fair citizen access to information and services within budgeted resources.

7.2D.3a   Review City service levels to provide reasonable and cost effective access to City facilities, programs and services.

7.2D.3b   Respond in a timely manner to all citizen inquiries or concerns regarding City services.

7.2D.3c   Provide appropriate language translation assistance and translated materials to citizens seeking City services.

7.2D.3d   Enhance the ability of City programs and staff to serve community diversity.

7.2D.3e   Develop suitable customer feedback mechanisms for City programs to use to assess quality and customer service issues and opportunities for improvement.

Community Identity

Goal 7.2E
Create a strong, positive community identity.

Policy 7.2E.1 - Recognition
Encourage public and professional recognition through awards and promotion of significant accomplishments and innovations.

7.2E.1a   Identify opportunities for local, state and national recognition of City achievements, innovations, personnel, and programs and services.

7.2E.1b   Maintain a commitment to continuous improvement of City programs and services.

Policy 7.2E.2 - Community Celebration
Encourage celebrations of community and projects which focus on
the character, diversity and quality of Sunnyvale.

7.2E.2a   Sponsor and support community special events which
             strengthen a positive community identity.

Policy 7.2E.3 - Regional Role
Take an appropriate active role in regional, state and national
activities.

7.2E.4a   Exchange ideas and innovations with other communities.

7.2E.4b   Facilitate the exchange of technical assistance between
             the City and other agencies and the private sector.

APPENDICES

Appendix A:
Historical Perspective

Community participation can be defined as local citizens or organizations influencing City policies and decisions, augmenting City services, and being actively involved in local events and programs. Community participation at its best is a continuing self-propelling phenomenon. Local citizen involvement is affected by the presence or lack of various political, social and economic factors within a community. The actions of the City can create an environment which promotes and enhances community involvement.

Throughout the last 40 years, community participation in Sunnyvale has been a microcosm of the changes which reflect both the successes and the growing pains experienced by the City. Depending on the issue, the form and leadership for community participation has varied. Schools, neighborhood groups, City Hall, and the business community have all stimulated citizen activism which responds to and shapes the impacts of local, state and national policies.

The City of Sunnyvale has maintained a strong commitment to a "customer service" approach to local government and focuses on addressing the needs of the community in an efficient and effective way. This commitment is reflected in the existing City programs and services which are a direct result of previous community participation efforts. Understanding the transformations that have occurred in community participation over the years is a necessary step before analyzing current and future needs and community conditions.

1950's

Events in the 1950's significantly affected Sunnyvale's future and helped shape the City's physical, economic and social atmosphere of today. The postwar economic and population boom caused Sunnyvale's population to grow from approximately 10,000 to 50,000 residents between 1950 and 1960. This population explosion, coupled with the arrival of the aerospace/defense industry in the form of Lockheed Missiles and Space Corporation, transformed Sunnyvale from a small agricultural town to a new "suburban city."

During the 1950's, citizens and City officials worked together to establish the foundation for City services and programs which are still in place today. The Council/Manager form of government was

In 1974, the City Council initiated an ambitious community participation effort under the auspices of "New Directions for Sunnyvale." The major features of the project included a citizen survey administered to 653 Sunnyvale residents; a day-long informational workshop attended by 550 citizens; and the formation of several citizen/Council task forces to develop recommendations around the areas of child care, citizen participation, economic development, housing, libraries, open space, public safety, recreation, transportation and waste treatment.

Another major community participation effort was undertaken in 1977 when the City Council initiated a study which led to revision of the General Plan for the central area of the City. The study called for extensive citizen participation in the planning program, including a 53-member citizens' committee which met weekly for nearly five months to provide recommendations to the Council.

Establishment of the City's Community Relations function in its present form took place in the late 1970's and early 1980's. The Community Relations Office became a fully-funded City program under the Office of the City Manager, with responsibilities in media relations, public information, community education, volunteer organization, and coordination of major special events and projects involving citizens.

1980's

Adoption of the Community Participation Sub-Element in 1983 established a long-term formal commitment to public information and citizen involvement and defined a direction for community participation efforts in the City. The success of that plan is evidenced by the extent to which its policies and action statements have been implemented. Sunnyvale's community participation efforts since 1983 have focused on achieving the public information and involvement goals contained in the 1983 sub-element: to ensure that citizens are informed about local issues, to provide public access to services and personnel, and to achieve a community in which citizens are actively involved in influencing policy decisions and participating in City programs.

Community Participation Since 1983

Community Education

MEDIA COVERAGE

The City adopted a comprehensive media relations policy in 1983 which outlined the philosophy, process and structure for local media relations. The City, sponsored by the Community Relations Office, has formed open relationships with the local press. New reporters covering Sunnyvale are provided a complete orientation to the community, and beat reporters have regular access to Council, staff and documents. In addition, the Community Relations Office provides both formal and informal training to assist Councilmembers and City staff in providing information to news media.

An important channel for public information which has expanded considerably since preparation of the 1983 sub-element is cable television. Action statements encouraged identification and provision of the optimum level of community affairs programming. Only one cable television channel was available for public/education/ government (PEG) access until expansion of the cable system in 1991 added three channels. The City negotiated funding from TCI, the local cable operator, to be used to establish services for PEG access. As a result, the City Council chambers were retrofitted with television cameras for telecasting of meetings, and operations commenced in 1993. The City continues to explore alternatives for expanding community affairs programming, although resources to accomplish more are limited.

INFORMATION PUBLICATION AND DISTRIBUTION

Publication and distribution of printed information regarding City services and programs and Council actions was one of the central policy directions of the 1983 Sub-Element. A comprehensive publication about City affairs was distributed annually to all residents beginning in 1983 and was expanded to a quarterly publication in 1988. In addition, City departments prepare and distribute appropriate publications to inform citizens about specific city programs, services and policies. The City compiled and published a comprehensive "Citizen Access Handbook" in 1993 which has become an information resource for community organizations and residents.

Departments which focus significantly on customer service use feedback forms to assess citizen needs for information and have explicit performance indicators in their service objectives which are based on citizen surveys. The Community Relations Office is actively involved in ensuring that City publications are accurate, accessible, and clear, and that necessary information is provided to inform citizens about projects in a timely manner. Citizen and readership surveys conducted in 1994 found that the community highly regarded the City's publications, the Quarterly Report, and overall public information efforts, and considered them very valuable.

In 1994, the City conducted public opinion surveys to measure the effectiveness of the Sunnyvale Quarterly Report in the context of general community information resources. The surveys found that nearly 90 percent of the respondents found the Report useful and interesting, and that citizens regarded it as a more useful source of civic information than the two newspapers serving the community. The same surveys also found a very high level of citizen satisfaction with the City's overall efforts to keep the public informed.

Community Involvement

VOLUNTEER SERVICES
City policy encourages representation of a wide spectrum of community interests in all major City activities. Involvement in City programs and services provides citizens with the opportunity to enhance their understanding of local government and better prepares them to influence decisions regarding their community. Sunnyvale residents have opportunities to volunteer in virtually every City program. The Volunteer Services Program was established in 1981 to coordinate the recruitment, placement and training of volunteers throughout the City organization. In a typical year, approximately 800 citizens volunteer more than 30,000 hours to a broad range of City services. The Volunteer Services Program also provides outreach to local clubs, schools and activities to identify interested volunteers on an organizational level.

NEIGHBORHOOD INVOLVEMENT
Community participation efforts have focused increasingly on neighborhood involvement since the mid-1980's. Neighborhood groups have been created to address specific issues and have evolved into active neighborhood associations. An example of this level of effort is the Sunnyvale Neighbors Actively Prepare (SNAP) program, which the Public Safety Department formed to organize emergency preparedness on a neighborhood level. It has since become a

mechanism for neighborhood organization which helps to establish and strengthen the sense of community.

Other neighborhood-based programs have been created to organize or support municipal services, neighborhood preservation and after-school child care. PARTNERS is a City sponsored cooperative program with neighborhood associations which focuses City and neighborhood resources to improve the quality of neighborhoods. The first PARTNERS project was with Lakewood Village Neighborhood Association in north Sunnyvale in 1992, and several other areas have followed.

Strengthening community leadership was the goal of a cooperative effort between the City and the Chamber of Commerce which led to the formation of Leadership Sunnyvale in 1985. The program has trained nearly 200 local citizens in the area of community knowledge and effective leadership, and graduates are now forming many local community organizations.

PROJECTS WITH PRIVATE INDUSTRY
In 1984, the City brought together a group of major industrial employers to meet regularly with staff and Council to discuss items of interest. In addition to this group, specific task forces have been established to discuss issues of concern to the business community, and a roundtable group of business facility managers has been established. A business newsletter is circulated by the City four to six times per year. Coordination with the business community is a stated goal of the City's economic development plan which was adopted in 1991. A marketing communications brochure for economic development was created and circulated within and outside the City in 1994.

These activities have led to cooperative projects between businesses with the City to identify practical solutions to improve the business climate in Sunnyvale. The City also enjoys a productive working relationship with the Chamber of Commerce, both for identifying and resolving mutual issues and for information sharing.

Policy Making and Program Planning

The City has continued to maintain citizen boards and commissions, whose members make recommendations to Council on issues of concern. Currently, the City has eleven standing citizen panels; new boards have been established as the need arises. The City also creates citizen task forces to discuss sensitive or significant issues and advise Council and staff. These task forces sometimes evolve into standing advisory committees.

The City continues to assure public access to all board, commission and Council meetings. Although such access is required by the State's Brown Act, the City established this access independently by policy and practice. Meetings are noticed and agendas available at least 3 days prior to each event; in addition, City Council meeting agendas and results are published in daily newspapers.

The City's policy-making process is discussed in the Legislative/Management Sub-Element of the General Plan. Key features include the annual Legislative Issues process, which identifies community and City Council priorities, and schedules them for consideration on the Council's legislative calendar. Both this process and budget preparation include participation from boards and commissions and public hearings to assure adequate opportunities for citizens to be involved.

Two action statements in the 1983 sub-element specifically addressed the issue of diversity of representation, both geographic and cultural. While representation of all neighborhoods on City boards and commissions was an issue at the time of the 1983 sub-element preparation, increased Council representation and service delivery for all neighborhoods have reduced perceptions of inequities between the northern and southern sections of the City. The City's Volunteer Services Program actively recruits members of all cultural groups to participate in City programs and services. An affirmative action policy for hiring of City staff also is included in the Legislative/Management Sub-Element.

City departments now actively solicit public comment and feedback during the planning of projects and services. For example, renovations of school open spaces during the 1980's and 90's by Parks and Recreation have been planned in conjunction with users of the facilities, neighbors and the School Districts to help assure a successful project.

Service Delivery

The 1983 sub-element included a policy encouraging access for all citizens to City staff, policy makers and services. An important point of access is the main reception desk in City Hall, which acts as a central information center. This desk is staffed by knowledgeable City personnel and was remodeled in 1990 to make it more accessible to visitors. The City also created the One Stop Permit Center in 1984 to facilitate the building permit issuance process. The Center combines in one location the services of Planning, Building Safety, Housing,

The Express Plan Check Service allows applicants whose plans can be reviewed in less than an hour to receive their permit over the counter at the time of application. Eighty-five percent of all permits are express checked and issued while the applicant waits.

Fire Prevention, Public Works, Engineering, Traffic and Neighborhood Preservation. Citizens can use the Center to ask questions of staff, submit plans, request staff to access the computerized permit tracking system, and receive a permit through the Express Plan Check Service.

Two action statements in the 1983 plan addressed staff responsiveness to residents' concerns. Each City department is responsible for developing customer service action plans for identifying and addressing citizen concerns and comments. Feedback brochures are available at every public counter in the City; completed brochures are collected and sent to departments, which log, summarize and respond to them. The City established an internal Customer Service Committee in 1992 to develop and review departmental plans to enhance the quality of customer service provided by all City programs.

The City's planning and management system incorporates a variety of measurements to track quantity, quality and cost of municipal services. Specific performance indicators have been added to program budgets to measure citizen feedback and customer satisfaction. These indicators track the quality of service to citizens, using surveys, questionnaires, and other feedback activities, in order to evaluate program effectiveness and modify service delivery.

A 1986 public opinion survey found that 90% of City residents rated municipal services "good" or better. Feedback measures at the program level have found that this level of satisfaction continues.

Access to services also is determined by responsiveness to citizen needs. Two action statements in the 1983 plan encourage staff to be responsive to residents' linguistic, geographic and scheduling needs in providing programs and services. Demand for scheduling and location of programs and services is considered by each department in evaluating effective service delivery. City staff with language translation capabilities have been identified to translate inquiries and program contents when needed. Through grants from the State, the Library also engages in extensive outreach with the Hispanic community. Spanish, Chinese and Vietnamese language translation for emergency service is provided by the State through the 911 system and through certified bilingual personnel.

The 1991 Americans with Disabilities Act (ADA) requires that all public facilities, programs and services be accessible to people with disabilities. The City of Sunnyvale has responded to the requirements of this federal law by developing plans and allocating more than $1 million to improve physical access to city facilities and to minimize obstacles to access for services and programs.

Community Identity

Action statements in the 1983 sub-element encourage the City to develop a positive community identity for citizens and staff. The Community Relations Office has coordinated an annual State of the City event since 1981 to bring residents together and recognize individual and City achievements. Other departments also sponsor community events, particularly Parks and Recreation. Major community events include Hands on the Arts, Eggstravaganza, Sunnyvale Day at the Giants, and special Senior Center events. The Chamber of Commerce also sponsors community wide events, ranging from an annual showcase of community and business achievements to the annual Arts and Wine festival in the downtown area, which attracts 150,000 people.

City departments regularly submit applications for awards from the professional organizations and other levels of government; the City has received a wide variety of awards over the years, including:

- All America City, 1981
- California Chapter American Planning
- Association Award for Leadership in Planning, 1989
- League of California Cities Award of Distinction for SNAP program, 1991
- U.S. Environmental Protection Agency Award of Excellence, 1991
- California State Municipal Finance Officers Association Award for Excellence in Operating Budget and Award of Excellence in Multi-Year Capital Budget, 1991

In addition to formal awards, the Clinton Administration recognized the City for its commitment to excellence in government when both President Clinton and Vice President Gore visited Sunnyvale in September 1993. They both cited the City of Sunnyvale as a model for the federal government. Similarly, local and national news media have highlighted the City's achievements in providing high-quality services efficiently and effectively, which has become a genuine source of local civic pride.

Appendix B:
1983 Action Statement Summary

The following matrix describes the action taken in response to each of the action statements in the 1983 Community Participation Sub-Element.

Action Statement	Publications and Materials	Staff Responsibilities	Analysis and Policy	Infrastructure and Funding	Other
Citizen Information					
Media Coverage					
7.2A.1a: Provide the press with timely and comprehensive information regarding Council actions and City information of interest to the general public.	• News releases	• Regular Council meeting coverage by newspapers • Orientation for new reporters	• Media Relations policy	• Media Relations budget objective	
7.2A.1b: Provide assistance to the press in receiving information and access to the Council and City personnel for coverage of City issues.		• Community Relations Office training for staff and Council			
7.2A.1c: Continue to utilize the current television educational channel for public information				• TCI CATV rebuild • TCI funding for PEG expansion	
7.2A.1d: Identify and secure the optimum level of cable television community affairs programming desirable in the community.			• TCI refranchise • Council approval of CATV Government Channel	• KSUN startup and CATV coverage of Council/Planning Commission meetings and Bulletin Board	
Information Distribution					
7.2A.2a: Produce one comprehensive publication on City affairs annually which is distributed to all residents.	• Quarterly Report • Bimonthly utility bill stuffers • Direct mail publications for specific program issues		• Readership survey for Quarterly Report		

Action Statement	Publications and Materials	Staff Responsibilities	Analysis and Policy	Infrastructure and Funding	Other
7.2A.2b: Identify those citizens impacted by significant Council actions and ensure that they receive timely information on how to participate in the decision-making process.	• Posting and hand delivery of notices • Business newsletter	• Specific community participation plans for major issues • Mailing lists developed for issues of wide interest	• Determination of affected area on case by case basis		• Advisory committees and task forces for major issues.
7.2A.2c: Continue to assess community needs in producing informational publications on City programs and services.	• Customer service feedback forms	• Department service action plans • Program budget performance indicators for responsiveness	• Customer service task force directed departmental response plan development		• Program mission component to assess community conditions
7.2A.2d: Work with local school districts to develop programs and curriculum materials on local government	• Video on Sunnyvale budget system	• Mock Council meetings • Career Days			• Tomorrow's Leaders Today program
Citizen Access					
7.2A.3a: Continue to provide a central information center to assist citizens in locating and using City services	• Information display boards in lobbies of City buildings			• City Hall reception area	
7.2A.3b: Ensure that all public board and commission and Council meetings provide an opportunity for public input and involvement	• Council information sheet	• Agenda packets and meeting noticing three days in advance • Council agenda publication in newspapers • Agenda hotline • Agenda materials placed in Library • Council and Planning Commission meetings broadcast live on KSUN • Agenda broadcast on KSUN 5 days in advance		• Assisted Listening Devices in Council Chambers	• Requirement of Brown Act amendments; previous City policy • All agenda items are public hearings

| Action Statement	Publications and Materials	Staff Responsibilities	Analysis and Policy	Infrastructure and Funding	Other
7.2A.3c: Encourage City personnel to meet and interact with citizen and community groups regarding City issues		• Public participation plans developed for appropriate projects • Volunteers placed in City programs			• Public contact listing in all reports to Council • New employee orientation • Interaction directed in administrative policies
7.2A.3d: Consider public demand in scheduling operating hours and locating City facilities, programs and public meetings.		• Community and neighborhood meetings for specific issues and services	• Considered in action plans on a case by case basis	• ADA review and modifications of programs and facilities for compliance	
7.2A.3e: Provide language translation assistance whenever feasible to citizens seeking City services.	• Translation of library materials through state grants	• Staff with translation ability identified and given premium on wage			
7.2A.3f: Respond in a timely manner to all citizen inquiries or concerns regarding City services.	• Feedback forms • Resource Guide for answer points • Citizen Access Handbook	• Component of department response plans • Answer point staff training		• "SunDial" automated citizen information system installed • Internet address established	• Departmental systems for logging and following up calls (e.g., PRD, PSD)
7.2A.3g: Make efforts to provide foreign language assistance for emergency services on a 24-hour basis.				• Public Safety Department use AT&T service	

Citizen Involvement and Participation

Encouragement of Citizen Involvement

Action Statement	Publications and Materials	Staff Responsibilities	Analysis and Policy	Infrastructure and Funding	Other
7.2B.1a: Seek a diversity of representation in all citizen participation projects and activities sponsored by the City.		• Volunteer Services recruitment of diverse board and commission applicants			• Leadership Sunnyvale
7.2B.1b: Continue to provide central coordination for all citizen participation activities		• Community Relations Office			

Action Statement	Publications and Materials	Staff Responsibilities	Analysis and Policy	Infrastructure and Funding	Other
7.2B.1c: Involve board and commission members as key policy advisors to the City Council	• Board and commission meeting minutes	• Volunteer Services Program • Orientation and training for board and commission members	• Board and commission member surveys		• Involvement of boards and commissions in annual legislative agenda process
7.2B.1d: Strive to increase membership on boards and commissions from those neighborhoods identified as being under represented.		• PARTNERS Program • SNAP Program • Volunteer Services Program			• Increased representation from north Sunnyvale • Leadership Sunnyvale
7.2B.1e: Develop and publicize opportunities for citizens which offer a variety of available times and talents to be involved in City-sponsored volunteer activities		• Volunteer Services Program • SNAP Program • PARTNERS Program			
7.2B.1f: Publicly recognize citizen involvement, contributions and achievements.	• Mayoral certificates of appreciation	• Recognition at Council meetings			• State of the City event • Board and Commissions Recognition event
7.2B.1g: Strengthen contacts with local organizations which might initiate or respond to City volunteer efforts.		• Volunteer Services Program			• Leadership Sunnyvale
7.2B.1h: When appropriate, establish citizen task forces to advise the City on issues.		• Developed by City Council direction, by staff, or as part of a community participation plan	• Advisory groups for sub-element updates • Business advisory groups • Task forces for issues of sensitivity or magnitude		

Action Statement	Publications and Materials	Staff Responsibilities	Analysis and Policy	Infrastructure and Funding	Other
Projects with Private Industry					
7.2B.2a: Provide opportunities for the private sector to participate in influencing decision in which they are impacted.		• Economic Development Program	• Industrial Round Table • Facility Managers Round Table • Ad hoc business task forces		• Close coordination with Chamber of Commerce • Santa Clara County Manufacturing Group • Joint Venture: Silicon Valley
7.2B.2b: Encourage corporations to promote and recognize employees' community involvement.		• Volunteer Services Program	• Industrial Round Table		• Recognition of Business People of the Year • Business support for a variety of projects
7.2B.2c: Support and encourage local and regional efforts which promote corporate giving.			• "Youth Opportunity Fund" established with AMD grant		• Co-sponsorship of projects • Donations Policy adopted • Assist nonprofit federations with fundraising efforts
Positive Community Identity					
7.2B.3a: Sponsor at least one special community-wide event each year.		• State of the City event • Parks and Recreation special events			
7.2B.3b: Seek local, state and national recognition of City programs and services.	• Articles in professional and trade journals	• Departmental and City award applications			
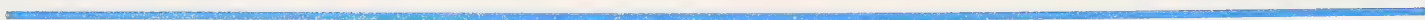
RESOLUTION

RESOLUTION NO. 116-95

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SUNNYVALE AMENDING THE GENERAL PLAN BY REVISING THE COMMUNITY PARTICIPATION SUBELEMENT

WHEREAS, the Office of the City Manager has proposed an amendment to the 1972 General Plan of the City of Sunnyvale, as amended, to revised the Community Participation Subelement thereto, which proposed Subelement is set forth in Report to Council No. 95-058 dated February 7, 1995; and

WHEREAS, A Negative Declaration has been prepared in compliance with the requirements of the California Environmental Quality Act of 1970, as amended, and City Council Resolution No. 193-86; and

WHEREAS, the Planning Commission held a noticed public hearing on the proposed amendments on January 23, 1995, after which the Planning Commission recommended that the City Council adopt the amendment; and

WHEREAS, the City Council held a noticed public hearing to consider adoption of the amendment on February 7, 1995, at which time certain amendments to the Subelement were approved;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SUNNYVALE THAT:

1. The City Council finds and determines that the proposed amendment conforms with the requirements provided for in the Sunnyvale Municipal Code, that it is a suitable and logical change of the General Plan for the development of the City of Sunnyvale, and that it is in the public interest.

2.   The Community Participation Subelement as adopted, a copy of which is on file in the Office of the City Clerk of the City of Sunnyvale, is hereby added to the 1972 General Plan of the City of Sunnyvale.   The above-described Subelement, incorporating amendments approved at the time of adoption, is hereby incorporated by this reference.
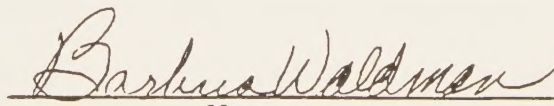
3.   The Mayor and City Clerk are directed to endorse the amendment to the 1972 General Plan of the City of Sunnyvale and to show that the same has been adopted by the City Council.

4.   The City Clerk is directed to file a certified copy of the amendment to the 1972 General Plan of the City of Sunnyvale with the Board of Supervisors and the Planning Commission of the County of Santa Clara and the planning agency of each city within the County of Santa Clara. The City Clerk is directed further to file a certified copy of the amendment with the legislative body of each city, the land of which may be included in said plan.

Adopted by the City Council at a regular meeting held on February 7, 1995, by the following vote:

AYES: ROBERTS, ROWE, NAPIER, KAWCZYNSKI, PARKER, NOLL, WALDMAN
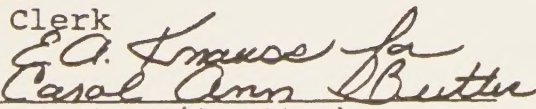NOES: NONE
ABSENT: NONE

APPROVED:

Barbara Waldman
Mayor

ATTEST:
City Clerk

By _E.A. Krause for Carol Ann Butler_
     Deputy City Clerk
(SEAL)